



The City Bridge Trust Committee

Date: THURSDAY, 24 NOVEMBER 2016
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Alderman Alison Gowman (Chairman)
Ian Seaton (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
Jeremy Mayhew
Wendy Mead
The Lord Mayor, Alderman Dr Andrew Parmley (Ex-Officio Member)

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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 22 September 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 Information
(Pages 11 - 30)
6. **PROPOSED REVENUE BUDGETS - 2017/18**
Joint report of the Chamberlain and the Town Clerk.

This report will also be considered by the Resource Allocation Sub-Committee.

For Decision
(Pages 31 - 36)
7. **GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS**
To consider the Chief Grants Officer's reports on grant recommendations as follows:-

For Decision

 - a) The Way Ahead Programme (Pages 37 - 44)
 - b) ClientEarth (Pages 45 - 50)
 - c) Mayor's Fund for London (Pages 51 - 56)
 - d) The Cranfield Trust (Pages 57 - 62)
 - e) Trust for London (Pages 63 - 68)
 - f) BritSom (Pages 69 - 70)
 - g) Kings Cross - Brunswick Neighbourhood Association (Pages 71 - 72)
 - h) CREATE London (Pages 73 - 74)

- i) Forest School Harrow (Pages 75 - 76)
- j) Somerset House Trust (Pages 77 - 80)
- k) EACH Counselling and Support (Pages 81 - 82)
- l) Hestia Housing & Support (Pages 83 - 84)
- m) PAC-UK (Pages 85 - 86)
- n) Place2Be (Pages 87 - 90)
- o) Red Balloon Learner Centre NW London (Pages 91 - 92)
- p) Age UK Croydon (Pages 93 - 94)
- q) Artsadmin (Pages 95 - 96)
- r) St Mary Magdalene Parochial Parish Council (Pages 97 - 98)
- s) Jewish Deaf Association (Pages 99 - 100)
- t) Living Streets (The Pedestrians Association) (Pages 101 - 102)
- u) Redbridge Concern for Mental Health (Pages 103 - 104)
- v) The Wallace Collection (Pages 105 - 106)
- w) South West London Law Centres (Pages 107 - 108)
- x) Wandsworth Citizens Advice Bureaux (Pages 109 - 110)
- y) Kensington & Chelsea Citizens Advice Bureau Service (Pages 111 - 112)
- z) The Rehabilitation for Addicted Prisoners Trust (RAPt) (Pages 113 - 114)
- aa) Voyage (Pages 115 - 116)
- bb) Federation of City Farms & Community Gardens (Pages 117 - 118)
- cc) Kingston Voluntary Action (Pages 119 - 120)

8. **STEPPING STONES**

Report of the Chief Grants Officer.

For Decision
(Pages 121 - 126)

9. **GIVING & PHILANTHROPY**

Report of the Chief Grants Officer. **TO FOLLOW**

For Decision

10. **SUPPORT INTO EMPLOYMENT FOR DISABLED PEOPLE**

Report of the Chief Grants Officer.

For Decision
(Pages 127 - 132)

11. **APPLICATIONS RECOMMENDED FOR REJECTION**

Report of the Chief Grants Officer.

For Decision
(Pages 133 - 140)

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

For Information

- a) Unsuccessful Stepping Stones applications (Pages 141 - 146)
- b) Grants/expenditure considered under Delegated Authority (Pages 147 - 152)
- c) Withdrawn and Lapsed Applications (Pages 153 - 154)
- d) Variations to grants awarded (Pages 155 - 156)
- e) Strategic Initiative Grants in management (Pages 157 - 196)
- f) Investing in Londoners - statistical report - September 2013 to August 2016 (Pages 197 - 214)
- g) Report on monitoring visits (Pages 215 - 220)
- h) Events Attended (Pages 221 - 230)

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

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

15. **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

16. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 22 September 2016.

For Decision
(Pages 231 - 232)

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

Report of the Chief Grants Officer.

For Information
(Pages 233 - 236)

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

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

THE CITY BRIDGE TRUST COMMITTEE

Thursday, 22 September 2016

Minutes of the meeting of The City Bridge Trust Committee held at Guildhall, EC2 on Thursday, 22 September 2016 at 1.45 pm

Present

Members:

Alderman Alison Gowman (Chairman)	Deputy the Revd Stephen Haines
Ian Seaton (Deputy Chairman)	Alderman Vincent Keaveny
Deputy Billy Dove	Edward Lord
Karina Dostalova	Wendy Mead
Stuart Fraser	

Chief Commoner Michael Welbank (in attendance)

Officers:

Philippa Sewell	-	Town Clerk's Department
Steven Reynolds	-	Chamberlain's Department
Karen Atkinson	-	Chamberlain's Department
Anne Pietsch	-	Comptroller and City Solicitor's Department
David Farnsworth	-	Chief Grants Officer
Sufina Ahmed	-	The City Bridge Trust
Mary Coulson	-	The City Bridge Trust
Ciaran Rafferty	-	The City Bridge Trust
Sandra Davidson	-	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
Shegufta Rahman	-	The City Bridge Trust
Tim Wilson	-	The City Bridge Trust
John Park	-	Communications Team

In Attendance:

- Justina Forristal, Teenage Cancer Trust
- Sean McFadden, St Giles Trust
- Aysha Tariq, The Clothworkers' Company

The Chairman welcomed the charities in attendance as well as new officers Karen Atkinson and Sufina Ahmad. She also thanked Steve Reynolds from the Chamberlain's Department. The Chairman went on to mention the plaudits the Trust had received in the Third Sector survey which showed that only two major grant makers hold their meetings in public, which was important at this time when trust in charities was dropping and more scrutiny being given to them.

1. **APOLOGIES**

Apologies were received from the Right Hon. the Lord Mayor Alderman the Lord Mountevans, Simon Duckworth, Marianne Fredericks, Deputy Stanley Ginsburg, Jeremy Mayhew, and Vivienne Littlechild.

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

Edward Lord declared a non-pecuniary interest in item 7e, East London Out Project, by virtue of receiving hospitality from them in the past.

Deputy Billy Dove declared a non-pecuniary interest in item 7l, St Peter's Bethnal Green, as it was a benefice of the City of London Corporation.

Ian Seaton declared a non-pecuniary interest in item 7s, St Giles Trust, by virtue of his Livery Company supporting them.

Karina Dostalova declared a non-pecuniary interest in item 7m, Age UK Richmond Upon Thames, by virtue of being the City of London Corporation's representative on the London body.

3. **MINUTES**

RESOLVED – That, subject to one clarification, the public minutes and non-public summary of the meeting held on 14 July 2016 be agreed as an accurate record.

4. **OUTSTANDING ACTIONS**

RESOLVED – That the Outstanding Actions update be noted.

5. **PROGRESS REPORT**

The Committee received the regular progress report of the Chief Grants Officer and discussed the updates provided, including:

Quinquennial Review

The Chief Grants Officer gave an update on staffing changes and introduced Sufina Ahmad, Head of Strategic Quinquennial Review. Ms Ahmad advised the Committee that she had begun meeting with the Trust's team and officers within the Corporation to learn more about their perspective on City Bridge Trust's work as well as external facing work with a small number of stakeholders, which would increase from October. Members noted that a more detailed project plan and Communications Strategy were being finalised, which would build on the proposals shared at previous committee meetings.

The City Bridge Trust 20th Anniversary

The Chief Grants Officer provided a summary of what was achieved in the year and what continued to be works in progress. Members noted that a substantive report about the work regarding strategic grants to support the voluntary sector ("The Way Ahead" report) would be brought to the Committee meeting in November, along with a draft strategy and implementation plan regarding the philanthropy work. A report on Funder Plus was well advanced and would be

presented soon (November/January). The work on employability was similarly on going for a future report before the end of the financial year.

Stepping Stones

Members noted that the third round of the Stepping Stones Fund was currently underway with 77 applications received, far higher than in previous rounds. Owing to this continued high demand, a paper would be brought to the November Committee meeting regarding the future of the project.

LGBT Seminar

Officers reported that the seminar had taken place on 21st July, and thanked Edward Lord for his work in organising and chairing the event. Feedback from delegates was very positive, and some of the key suggestions would be taken forward in conjunction with Trust for London, London Councils and other key supporters, including Livery companies wherever possible.

RESOLVED – That the report be noted.

6. RISK REGISTER FOR BRIDGE HOUSE ESTATES

Members received a report of the Chamberlain regarding the key risks register for Bridge House Estates (BHE). Three risks had been identified as relating to the services overseen by the City Bridge Trust Committee. Members noted the last Audit Review was completed in 2012, and the Chamberlain undertook to find out when the next audit would be carried out. Members also considered the impact of Brexit on BHE and on co-funders and agreed that this should be picked up as part of the Quinquennial Review.

RESOLVED – That:

- a) it be confirmed that appropriate control measures are in place for the three risks currently on the register for the City Bridge Trust Committee;
- b) it be confirmed that there are no other risks relating to the services overseen by the City Bridge Trust Committee which should be added to the Bridge House Estates risk register; and
- c) the Chamberlain find out when the next audit of grants management and financial systems would be carried out.

7. GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS

In response a Member's query, officers advised that all grant applicants were reviewed thoroughly before being brought to the Committee for approval, including whether pay levels of key personnel were reasonable and justified. The Chamberlain advised this was also part of the published accounts when over a certain threshold.

7a Afghan Association Paiwand

APPROVED - £90,000 over three years (3 x £30,000) for the costs of ESOL pre-entry level 1 and 2 classes and including the costs of achieving City & Guilds accreditation.

7b Baytree Centre

APPROVED - £108,900 over three years (£36,300, £36,300, £36,300) towards the salary of ESOL tutors (36 hours per week) and towards the part-time salary of a project coordinator (4 hours per week) and associated project costs for the English Breakthrough project at the Baytree Centre.

7c School Food Matters

APPROVED - £88,840 over three years (£29,500; £29,380; £29,960) for project management and associated costs of the 'Know your Onions' project.

7d Church of England's Children's Society

APPROVED - £180,000 over three years (3 x £60,000) for the Boys & Young Men project In London, to fund a full-time Project Worker, 9 hours per week of the Service Manager, and related activity and support costs.

7e East London Out Project

In response to a Member's request, officers undertook to speak with the organisation about the terminology used on their publicity material.

APPROVED - £147,470 over three years (£48,320; £49,550 and £49,600) for the salary of a full-time Administrator; costs of supporting volunteer counsellors; and overheads of a counselling service. The grant in year one is to be released in quarterly instalments subject to receipt of satisfactory management accounts.

7f Groundswell Network Support UK

APPROVED - £135,000 over three years (£35,000; £50,000; £50,000) to contribute to the full time salary of the Project Manager, staff and volunteer training and associated running costs for the Mental Health 'Homeless Health Peer Advocacy' (HHPA) project.

7g Highbury Roundhouse Youth and Community Centre

APPROVED - £100,000 for access works to a purpose built community centre on its existing site.

7h Kith & Kids

APPROVED - £126,000 over three years (£41,000, £42,000, £43,000) for the full-time salary of an Adult Services Coordinator, together with associated project running costs.

7i Noah's Ark Children's Hospice

APPROVED - £120,000 over three years (3 x £40,000) for the salary of a pit (3 days per week) Music Therapist plus 2 days per week of a Drama & Movement Therapist, plus related activity costs for work with London children with complex needs and disabilities.

7j Play, Adventure and Community Enrichment (PACE)

APPROVED - £96,500 (£31,400; £31,500; £33,600) towards the Artist In Training programme costs for session salaries and running costs (excluding evaluation) specifically to benefit disabled children.

7k South London Fine Art Gallery and Library

APPROVED - £100,000 towards access works, including installation of a platform lift and contributing to the costs of accessible toilets and power-assisted doors.

7l St Peter's Bethnal Green

APPROVED - £87,620 for access improvements to St Peter's Bethnal Green.

7m Age UK Richmond Upon Thames

Members asked officers to produce a summary of which local Age UK groups have been funded by the Trust over the last 5 years, and how other larger bodies with different structures are supported by the Trust.

APPROVED - £102,000 over three years (£33,000; £34,000; £35,000) towards the salary of a part-time Community Services Co-ordinator (1 day per week) and related activity and support costs for a project working with isolated older people aged 75 plus.

7n Chinese National Healthy Living Centre

APPROVED - £80,000 over two further years (2 x £40,000) for the salary of a full-time Co-ordinator plus running costs of the London Chinese Dementia & Alzheimer's Project, conditional on the receipt of a satisfactory report for the final year of the current grant.

7o Cardinal Hume Centre

APPROVED - £108,900 (3 x £36,300) over three years for the salary and on-costs of a full-time Housing Advice Worker.

7p Crosslight Advice

APPROVED - £95,700 over 3 years (£31,000, £31,900, £32,800) for the full time salary of the Operations Manager.

7q Haringey Migrant Support Centre

APPROVED - £63,000 over three years (£19,000, £20,000, £24,000) towards the part-time Destitution Coordinator 2 days per week and a contribution towards the part-time Centre Coordinator 2 days per week, and associated project running costs.

7r Chaos Theory

APPROVED - £99,700 over three years (£32,400; £33,200; £34,100) for a full time Outreach Worker and associated running costs and overheads.

7s St Giles Trust

APPROVED - £150,270 over three years (£44,470, £52,100, £53,700) for the salary of the full-time WIRE Complex Needs Support Worker and associated project costs.

7t **Community Links Bromley**

APPROVED - £66,750 over two years (£35,250; £31,500) towards project delivery, including tutors' fees, venues and materials, project management and on-costs.

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

8a **Applications recommended for rejection**

The Committee considered a report of the Chief Grants Officer, which recommended that thirty seven grant applications be rejected for the reasons identified in the schedule attached to the report. Members queried how far smaller charities could get in the application process before being rejected, and officers advised that the eligibility criteria was publicised widely and was inbuilt on the online application process. Members queried whether charities could be reimbursed for their time, and officers undertook to consider proportionate grant-making as part of the Quinquennial Review.

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

8b **Grants/expenditure considered under Delegated Authority**

The Committee received a report of the Chief Grants Officer which advised Members of seven expenditure items, totalling £338, 517, which had been presented for approval under delegated authority to the Chief Grants Officer in consultation with the Chairman and Deputy Chairman.

RESOLVED – That the report be noted.

8c **Unsuccessful Stepping Stones applications**

The Committee received a report of the Chief Grants Officer, which outlined forty seven grant applications to the Stepping Stones fund that had been rejected for the reasons identified in the schedule attached to the report.

RESOLVED – That the report be noted.

8d **Withdrawn & Lapsed applications**

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

RESOLVED – That the report be noted.

8e **Variations to grants awarded**

The Committee received a report of the Chief Grants Officer which provided details of four applications where variations had been agreed since the last meeting.

RESOLVED – That the report be noted.

8f **Report on monitoring visits**

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

RESOLVED – That the report be received.

8g **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.

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

Members queried whether the Trust still facilitated conferences bringing together charities and funding bodies working in the same sector. Officers advised these still occurred, referencing the LGBT Seminar in July, and undertook to review the areas suggested by Members including ex-offenders and mental health.

A Member raised a query on the possibility of awarding surplus funds at year end to the Evening Standard's campaign on food waste. Officers replied that a more effective approach would be to consider relevant, established organisations already supported by the Trust in this field.

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

There was no other business.

11. **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
12-13	3
14-15	-

12. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 14 July 2016 be agreed as an accurate record.

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

The Committee received a report of the Chief Grants Officer outlining the pipeline for strategic grants.

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

There were no 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 3.00 pm

Chairman

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The City Bridge Trust Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	14 July 2016	Philanthropy strands A report providing actions to be considered following the review will be presented to the November meeting.	CBT team	November 2016	In the November papers
2.	14 July 2016	Strategic Initiatives A report analysing the outcomes of the larger strategic initiatives be presented at the November Committee meeting.	CBT team	November 2016	In the November papers
3.	22 Sep 2016	Audit Review of BHE Officers to establish when the next audit of grants management and financial systems would be carried out.	Chamberlain	November 2016	Internal Audit are currently scoping a review of grant giving, to take place in the next couple of months
4.	22 Sep 2016	Age UK Officers to produce a summary of which local Age UK groups have been funded by the Trust, and how other larger bodies with different structures are supported by the Trust.	CBT team	November 2016	Item in the CGO report in the November papers
5.	22 Sep 2016	Website Phase 1 of the new website was completed earlier this year. The implementation of Phase 2 will follow in 2017.	CBT team	September 2017	Item in the CGO report in the November papers

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
	22 Sep 2016	20th Anniversary Review Officers to produce a substantive report about the work regarding strategic grants to support the voluntary sector ("The Way Ahead" report) for the Committee meeting in November, along with a draft strategy and implementation plan regarding the philanthropy work.	CBT team	November 2016	In the November papers
	22 Sep 2016	Support for entry into employment A report and programme for action to be brought to a future meeting.	CBT team	November 2016	In the November papers
	22 Sep 2016	Funder plus offer A report be brought to a future meeting and offer to be launched.	CBT team	January 2017	
	22 Sep 2016	Hate crime A summary on current thinking to be included in CGO report November.	CBT team	November	Item in the CGO report in the November papers

Committee: The City Bridge Trust Committee	Dated: 24 th November 2016
Subject: Progress Report	Public
Report of: Chief Grants Officer	For Information

Summary

This is a regular report by the Chief Grants Officer. It includes updates on: context (hate crime/social cohesion post Brexit – new figures and research; the Association of Charitable Foundation’s ‘Giving Trends Report’ where City Bridge Trust (CBT) is shown as the 16th largest funder in the UK and on ACF’s annual conference; the five-year funding strategy review; communications; resources; and grants (Investing in Londoners summary; analysis of Age UK grant-spend and the Central Grants Programme).

Recommendation

- That the report be noted.

Main Report

Introduction

1. You will recall that you have agreed that each of the City Bridge Trust Committee Meetings will begin with a presentation on a particular aspect of the work you support. Today’s speaker is Natalia Rymaszewska, Chief Executive of the London Legal Support Trust (LLST), an independent charity that raises funds for free legal services in London & the South East. You are currently funding LLST as a Strategic Initiative, and a report of their work to date is included elsewhere in your papers today, under the item “Strategic Initiatives in management.”

Context

Hate Crime/Social Cohesion Post Brexit

2. In the month after the European referendum, racist or religious abuse incidents recorded by police in England and Wales increased by 41% from 3,886 such crimes logged in July 2015, rising to 5,468 in July this year. The sharp increase declined in August but has remained at a higher level than before the EU referendum.
3. The number of hate crimes overall in the year 2015-16 was up 19% on the previous year. It is considered that part of the increase is undoubtedly due to a greater willingness by the public to report offences and better police

methods for logging hate crimes. But strong anecdotal evidence supports the view that there was also a genuine rise in crimes targeted at ethnic minorities and foreign nationals: the Brexit vote appeared to unleash something in people - they felt they had a licence to attack Polish migrants and insult Muslims.

4. Since the referendum there have been many discussions in different fora on the impact of Brexit and research has started to emerge. Notably: The Charities Aid Foundation (CAF) launched on 26 September a report 'A Stronger Britain – how charities can help rebuild a post-Brexit Britain'. This included the following conclusions:
 - The Government has the task of creating a new settlement for Britain; bringing people together and working with organisations from a range of sectors.
 - No single entity or sector is going to have all the answers, but it is clear that charities are an integral part of the solution to the challenges on the horizon.
 - There are many areas where charities are best placed to help government achieve its aims.
 - Government – local and central – should commission charities to monitor levels of community cohesion and threat levels. Resources should be allocated to provide charities with mechanisms to report concerns that they have, with an obligation on government to act on recommendations from charities.
 - Devolution deals give local directly elected politicians a specific mandate for promoting and enhancing the role of charities, volunteering and philanthropy in their local area.
 - The adoption of these suggestions would see: charities given an explicit remit for building stronger communities and helping to protect at risk groups; the freedom of charities to advocate and help to shape policy enshrined in UK law; local charities given a local champion to help bolster their role and maximise the contribution that they can make.
5. At a London level, the Mayor of London has appointed Matthew Ryder QC as his Deputy Mayor for Social Integration, Social Mobility and Community Engagement to help ensure Londoners from different faiths, ethnicities, backgrounds and social classes are better integrated. Matthew attended the CBT Chairman's dinner.
6. Although London is one of the most diverse cities in the world a recent report by the Social Integration Commission found that, individually, Londoners currently spend relatively little time with people from different walks of life.
7. What is CBT doing in this context? At UK level, it is keeping in touch with the umbrella bodies, the National Council for Voluntary Organisations and the Association of Charitable Foundations. The Chairman and Chief Grants Officer are in touch with the new Number Ten policy unit to improve relations with charities, faith organisations and businesses. Charlotte Lawson, who was previously development and strategic partnerships director at the Centre for Social Justice, joined the new government relation's team in September 2016

as a special adviser to lead on the “development of the government's relationships with the voluntary sector”. The Chairman of CBT and the Chief Grants Officer are in contact with her and will be meeting in the near future.

8. At a London level, both through London Funders and directly, CBT is in touch with the consultations and work being undertaken by City Hall. There is considerable common cause: for example the giving agenda, the role of civil society in London (both the subject of detailed later papers) and through the Trust's work for a fairer London - in particular the recommendations set out in the London Fairness Commission which you part funded.
9. There is no one single post-Brexit initiative which we are leading/have been approached to be part of. At present, it is a case of a greater understanding of the new context emerging and existing work taking on a new importance (namely the work supporting a stronger civil society, the related work encouraging more giving in giving and the recommendations from the London Fairness Commission. Clearly, the post-Brexit context will be crucial during the Trust's 5-year strategic review.

Association of Charitable Foundations (ACF)

ACF Conference

10. On 3 November, the ACF's annual conference was held at BMA House, London for staff and trustees of foundations and grant-making charities from across the UK. This year the theme was Trust. The Chairman, the Chief Grants Officer and several CBT officers attended this event, which provided some informative and dynamic sessions and excellent networking.

ACF 'Giving Trends' Report

11. ACF produces an annual 'Giving Trends' report. The recently issued 2016 report states that grant income has picked up well after flat-lining around 2012, and this is directly reflected in the increase in grant making in 2013/14.
12. The value of the combined net assets of the top 300 trusts and foundations passed the £50 billion mark, hitting a total of £52 billion. They saw real overall growth of 12.7%, which included a landmark rise of £1.7 billion in 2014 in the Wellcome Trust's. 28% of these assets (£14.8 billion) are held by foundations established by current major donors featuring in the Sunday Times Rich List in 2014. The investment assets of the Top 300 are equal to 69% of the general charity investments as estimated by NCVO in its 2015 Almanac.
13. In the section of the report highlighting the top 20 foundations by grant-making, CBT was ranked 16th by grant making spend in 2014/15, with a total available to issue in grants of £21 million.

CBT Strategic Review

14. The CBT 5 year Strategic Review was officially launched at the October Chairman's dinner – a successful event which has resulted in positive feedback from both guests and the Remembrancer's team: compliments were paid on the thoughtful, strategic approach to the dinner and the events team have also been pleased to be connected to CBT grantees to further develop their events access skills.
15. On 20 October 2016, the CBT Members' away half-day took place and many thanks to those of you who were able to participate. The focus was the 5-year Strategic Review, research to date was shared and the notes have been circulated. Members are obviously crucial to this review: Members are being asked to contribute to the review as it is underway with a view to finally agreeing a strategy that will set the frame for potentially £100m+ spend over 5 years.
16. With this in mind, subsequent to the away half-day the Chairman has met with the Head of Strategic Review to discuss the best ways to further engage Members throughout this process. Dedicated sessions will be organised and updates will be provided on a regular basis so as to ensure a regular two-way flow of information and input. If Members require further information or wish to feed-in at any stage of the process, please do not hesitate to contact Sufina.Ahmad@cityoflondon.gov.uk and/or the Chief Grants Officer both of whom who will be pleased to speak/meet.
17. The Project Steering Group made up of external colleagues has now met twice and the external facing conversations with a range of different audiences are now underway. Groups of 20 have been convened on specific subjects and these are being written-up so the notes can be used and made available. In addition the different ways of feeding into the review are being disseminated (see communications below).

Communications

18. The CBT over-arching communications strategy you have agreed has been used as the basis for developing a coherent communications plan for the 5-year review (copy available on request). To date, the hashtag [#BridgingLondon](#) is live and key stakeholders have been written to by your Chairman and Chief Grants Officer.

19. The table below shows our recent media activity supporting delivery of your over-arching communication's strategy:

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
CBT	Charity Times	Bi-monthly 8,500	CBT is referred to in a Charity Times blog by Richard Litchfield, CEO of Eastside Primetimers, on the need for charitable funders to adopt a 'grants plus' approach.	National & Online	15/08/2016	http://www.charitytimes.com/ct/BLOG-time-for-trusts-to-embrace-a-grants-plus-model.php
Various	Charity Times	Bi-monthly 8,500	Director of CBT is quoted in Charity Times as the Trust announces that it has awarded grants totalling £312,100 to organisations to help Londoners engage in the performing arts.	National & Online	29/07/2016	http://www.charitytimes.com/ct/City-Bridge-Trust-awards-over-GBP300000-to-community-arts-groups.php
Thames 21	Kensington Chelsea & Westminster Today	Weekly 10,000	CBT is mentioned in an article on the work of charity Thames21 in Kensington, Chelsea & Westminster Today. The	West London	23/08/2016	http://www.kcwtoday.co.uk/2016/08/thames21/

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
			Trust's funding for a training programme is highlighted.			
CBT	Charity Times	Bi-monthly 8,500	CBT is featured in an article on September grants to 32 charities worth a total of £2.4 million	National & Online	12/10/2016	http://www.charitytimes.com/ct/city-bridge-trust-approves-over-2-4m-in-grants.php
Baytree Centre	City Matters	Weekly	The project is mentioned in an article as part of CBT September Grants.	City of London	21/10/2016	Featured in <i>City Matters</i> [viewable internally only]
East London Out Project	City Matters	Weekly	The project is mentioned as part of an article on CBT's September grants	City of London	21/10/2016	Featured in <i>City Matters</i> [viewable internally only]
School Food Matters	City Matters	Weekly	The project and CBT is mentioned as part of an article on the funder's September grants	City of London	21/10/2016	Featured in <i>City Matters</i> [viewable internally only]
St Giles Trust	South London Press	Weekly 22,500	CBT is mentioned in a South London Press piece about St Giles Trust, which is funded by CBT and which is helping ex-offenders adjust to life outside of prison.	South London	26/10/2016	Featured in a <i>South London Press</i> piece about St Giles Trust [viewable internally]
Various	Channel 5	TV Station	Director of the CBT was interviewed by Channel 5 for a documentary on Britain's historic bridges.	National	26/10/2016	<u>Channel 5</u> interview – fast forward to 19:13

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
			The episode focuses on the history of Tower Bridge and Bridge House Estates.			
Chinese National Healthy Living Centre	New China	-	Article on grant from CBT to the Chinese National Healthy Living Centre in Westminster.	International & Online	07/11/2016	http://news.xinhuanet.com/english/2016-11/08/c_135812437.htm
Chinese National Healthy Living Centre	China Org	-	Article on grant from CBT to the Chinese National Healthy Living Centre in Westminster.	International & Online	07/11/2016	http://www.china.org.cn/world/Off_the_Wire/2016-11/08/content_39655681.htm

Resources Update

20. On 11 November, Cheryl Belmont, Executive Assistant to David Farnsworth retired after 16 years at the City of London Corporation, 4 of which were with CBT. At a retirement party hosted by your Chief Grants Officer, attended by your Chairman, tribute was paid to Cheryl for the outstanding commitment and support that she has shown to both David, the CBT team and the Corporation over the years. Scott Nixon will be covering Cheryl's work for the interim period whilst the role is reviewed and recruited on a permanent basis.
21. In order to ensure that CBT has sufficient resource to spend its full grants budget on tackling disadvantage in London, bearing in mind that this year we also have the additional activity with your 5 year review and resource pressures in light of the Deputy Chief Grants officer being on extended sick leave, the following resource changes have been made:
- A 1-year Grants Officer post has now been advertised to provide cover for when Jemma Grieve-Combes is on maternity leave and also to cover some of the back-fill resulting from the Central Grants Unit role (see below). The interviews for this post are set to take place on Wednesday 7 December 2016.
 - Olivia Dix (consultant) has accepted a short-term contract as a Principal Grants Officer to financial year-end to lead/assist on some of the strategic initiative work being undertaken and improvements to be made to the grants-making process. She will also cover some of Jenny's management responsibilities (along with Ciaran Rafferty) and do some regular grants assessments.
 - Rebecca Green will be developing her experience with assisting with some of the grants management on Jenny Field's portfolio and undertaking some grant assessment work.
 - Tania Bronstein (consultant) has agreed to work for an additional 2 days a week starting mid-November until year-end on grants assessments.
 - Mary Coulson (accounting consultant) has agreed to work until the end of the financial year rather than the calendar year so we can ensure no blockages in the grants financial assessment process.
 - Additional budget has been set aside to engage extra administrative support on an agency basis around particular pinch points (both on the CBT side of things and the Central Grants Unit).
 - Martin Hall has kindly agreed to continue covering the CBT communications role until the end of the financial year.
22. At the beginning of the month, Kristina Drake joined the Corporation's Communications Department as the Media Officer for City Bridge Trust and Responsible Business. This is a new post and will provide an unprecedented level of capacity available to work with the CBT team. How this post develops will inform the review and permanent recruitment of the CBT communications role.

Financial Resources

23. Following the appointment of Karen Atkinson as Head of Charity and Social Investment Finance, very positive working arrangements have been established between Chamberlains and CBT with regular meetings taking place between Karen, the Deputy Chamberlain and the Chief Grants Officer. These have focused on improvements to due diligence in the grant operation; improvements to the CBT financial management information (including having identified some corrections which need to be made); and the instigation of a review of the Bridge House Estates accounts and the revenue projections.
24. The benefits of having more specialist, dedicated financial capacity has been keenly felt. CBT is well placed to work with Chamberlain's between now and the implementation of the new CBT funding strategy to undertake a whole-scale review of all aspects of the financial operation to ensure we are well-placed to embark on the next charitable funding round.

I.T./Web Resources

25. Following the re-launch of the Trust's website in July 2016, your officers are now planning the next stage of the website redevelopment project. This will involve looking at how we could use the website as an online learning resource and information sharing tool. As this will be closely linked to your current 5 Year Strategic Review, this will not begin to be implemented until Summer 2017 once the new funding strategy has been agreed. A proposal for funding this stage will be presented to this Committee in due course.
26. At the same time, your officers are undertaking a review of the new website since its launch in order to respond to feedback received from users. This will include improvements to the grant search tool, which will be made user-friendlier. If you have any further feedback on the current website please do contact Martin Hall, your Communications Officer at Martin.Hall@cityoflondon.gov.uk
27. Also, by the end of this month, a review will be underway of the Trust's Parklife London (www.parklifelondon.org) project, a stand-alone website launched in 2014 which provides a searchable map of London's green spaces. We will be undertaking a study of the current site and producing a costed options analysis for potential changes and improvements. It is proposed that this work will be undertaken with our communications partner, Luminous Design, who produced the new CBT website along with your Annual Report and other publications. A further update will be provided at your next committee.

Age UK Grants

28. At your last CBT committee meeting you asked for information on the level of support the Trust had made over 5 years to all Age UKs. Your Committee has funded 16 different local branches some of which have held more than one grant within that period. All are separately constituted and are members

of the Age England Association. The following table gives you information on the level of grant awarded since November 2011.

Which Age UK?	Amount (£)	Notes:
Brent	102,400	Age Concern at the time
Westminster	110,500	Age Concern at the time
Camden	75,000	
Croydon	2,150	
Ealing	20,000	
Enfield	97,500	
Islington	20,000	
Kensington & Chelsea	2,000	
Lewisham & Southwark	183,000	2 grants (138,000; 45,000)
London	184,200	3 grants (£113,200, £4,000; £67,000)
Merton	158,300	
Redbridge	63,900	
Richmond Upon Thames	102,000	
Sutton	72,500	
Waltham Forest	105,000	2 grants (£70,000; £35,000)
Wandsworth	137,600	2 grants (£117,600; £20,000)
Total:	1,436,050	

Central Grants Programme

29. As you will recall, following the Corporation-wide grants review, the Central Grants Programme (CGP) was launched and a Central Grants Unit (CGU) was established to support the delivery of the programme. The CGU is situated within the CBT team and an existing CBT Officer (Jack Joslin) was seconded to the CGU Senior Grants Officer (SGO) role on 1st October 2016. The SGO will be working an average of 2 days a week on the CGP. His time and other officer time spent on the CGU will be charged to the relevant charities, not the CBT budget. The following brief updating paragraphs are for information only.
30. The SGO is currently developing all back office grant application assessment processes for all four themes, so as to ensure the required robust, proportionate and standardised approach.
31. Workshops for prospective grantees have now been set for Wednesday 9 November 2016 and Friday 13 January 2017 in the Guildhall. These workshops will allow prospective grantees to discuss an application with the SGO and have the eligibility criteria explained in greater depth.
32. The closing dates for all four CGP funding themes have now been established. The dates for all Committees or Officer Panels to make a decision on the grant requests received have been set: all are before the end of March 2016 to ensure that available funds have been allocated to projects before the end of the financial year. Should any City's cash remain

unallocated, it will be subject to the standard City's Cash carry forward process.

33. In conjunction with the Communications team, a regular tweet schedule has been established via the Corporate Twitter account. Interest generated to date has been steadily increasing as the Twitter presence increases. Each of the four grant-giving departments has also been working to raise the profile of the CGP through their own networks.

Grant Applications Summary

34. Your meeting today will consider 94 applications, including 29 grant recommendations (including 1 for your 20th anniversary additional funding programmes) as well as 29 grants to be noted as approved/ being considered by delegated authority, for a total recommended sum of £5,317,244. If all recommendations are approved you will have spent 61% of your total grants budget for 2016/17 (including additional funds) which is in line with targets. The implications of today's recommendations are shown in Table 1 against the grants budget for 2016/17.
35. Your 2016/17 grants budget was increased by £4,000,000 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.
36. The financial information provided to the Committee has been extended to include information on the proposed use of the remaining budget. Within this section of the table the current expectation of grant applications in the pipeline, as received up to 31st October 2016, has been set out. This is alongside an amount shown as 'unidentified' which represents the balance of your grants budget for which we are yet to receive applications for consideration. As would be expected at this time of the financial year, this unidentified balance is a low figure within the Investors in London programme (4.1%). Elsewhere in your papers today are proposals regarding the additional funding streams within the anniversary programmes.
37. In addition to the above, we are now reporting to you the full extent of grants currently under on-going management by your Grants Officers, as shown in Table 2. Prior to the approvals recommended for this Committee, the total sum for grants currently being managed is £26.8m. Should the Committee approve the applications proposed at today's Committee; this balance will rise to £32.1m. (By way of comparison, a second table shows the picture for grants under management in the full year 2015/16.)

Table 1: Overall spend against 2016/17 budget

	Grants budget	Grants spend	Pending applications	% spend of annual budget
Core 2016/17 Investing in Londoners grants budget				
Original Grants Budget	£15,000,000			
20th anniversary budget uplift (20%)	£800,000			
Write-Backs & Revocations in year to date	£1,083,956			
2015/16 overspend	(£540,000)			
UBS contribution to Stepping Stones	£200,000			
Total Budget Available	£16,543,956			
Previous Committee meetings				
May 2016		£3,312,925		20%
July 2016		£1,810,650		11%
September 2016		£2,485,167		15%
Sub-total approved spend		£7,608,742		46%
Remaining budget	£8,935,214			
Today's recommendations				
November 2016		£4,317,244		26%
Total annual spend		£11,925,986		72%
Remaining budget	£4,617,970			
Proposed use of remaining budget:				
Submitted applications - under assessment			£3,286,795	
Strategic initiatives			£147,570	
Unidentified balance			£1,183,605	

Summary				
Grants committed		£7,608,742		46%
Grants recommended		£4,317,244		26%
Balance remaining	£4,617,970			28%

Additional funding streams				
	Grants budget	Grants spend	Pending applications	% spend of annual budget
Anniversary programme: employability (20th anniversary budget uplift (40%))				
2016/17 budget	£1,600,000			
2015/16 carry forward	£1,200,000			
Total budget available	£2,800,000			
Spend at previous meetings		£0		0%
Recommended spend today		£0		0%
Total spend		£0		0%
Remaining budget	£2,800,000			100%
Proposed use of remaining budget				
Submitted applications - under assessment		£0		0%
Remaining budget if pending applications approved		£0		0%
Summary				
Grants committed		£0		0%
Grants recommended		£0		0%
Balance remaining	£2,800,000			100%

Anniversary programme: infrastructure support (20th anniversary budget uplift (40%))				
2016/17 budget	£1,600,000			
2015/16 carry forward	£850,000			
Total budget available	£2,450,000			
Spend at previous meetings		£0		0%
Recommended spend today		£1,000,000		41%
Total spend		£1,000,000		41%
Remaining budget	£1,450,000			59%
Proposed use of remaining budget				
Submitted applications - under assessment		£0		0%
Remaining budget if pending applications approved		£0		0%
Summary				
Grants committed		£0		0%
Grants recommended		£1,000,000		41%
Balance remaining	£1,450,000			59%
Annual funding for Prince's Trust funding (agreed Oct 14)				
2016/17 budget	£1,000,000			
Grants approved		£1,000,000		
Balance remaining	£0			
Summary				
Grants committed		£1,000,000		100%
Grants recommended		£0		0%
Balance remaining	£0	£0		0%

Overall Grant Summary				
	Grants budget	Grants spend	Pending applications	% spend of annual budget
Grants committed		£8,608,742		38%
Grants recommended		£5,317,244		23%
Balance remaining	£8,867,970			39%
Total available	£22,793,956			100%

Table 2: Grant commitments under management as at 31st October 2016

Table for 2016/17 year-to-date	£	£
Prior year grant commitments brought-forward as at 31 March 2016		
- due to be paid out in < 1 year	25,200,000	
- due to be paid out in > 1 year	<u>3,600,000</u>	
		28,800,000
Grant awarded in 2016/17	8,608,742	
Grant write-backs in 2016/17	<u>(1,083,956)</u>	
		7,524,786
Payments made in 2016/17 to Grantees		(9,545,162)
Current grant commitments as at 31st October 2016		<u><u>26,779,624</u></u>

Table for 2015/16	£	£
Prior year grant commitments as at 31 March 2015:		
- due to be paid out in < 1 year	22,800,000	
- due to be paid out in > 1 year	<u>4,500,000</u>	27,300,000
Grant awarded in 2015/16	20,276,664	
Grant write-backs in 2015/16	<u>(409,054)</u>	19,867,610
Payments made in 2015/16 to Grantees		(18,367,610)
Grant commitments as at 31st March 2016		<u>28,800,000</u>

38. Table 3 below shows the grant awards you have made this financial year under Investing in Londoners and today's recommendations by programme.¹

¹ Making London More Inclusive excludes access audits which are shown separately.

Table 3: Investing in Londoners awards and recommendations by programme

Fund/Program	Number of grants				Value of grants			
	Year to date	Today's meeting	Total	% total grants	Year to date	Today's meeting	Total	% total value
English for Speakers of Other Languages	3	3	6	4%	£293,400	£182,600	£476,000	4%
Improving Londoners' Mental Health	12	5	17	11%	£1,331,090	£612,890	£1,943,980	16%
Improving London's Environment	4	3	7	4%	£276,640	£169,400	£446,040	4%
Making London More Inclusive	16	5	21	13%	£1,345,180	£307,600	£1,652,780	14%
Making London Safer	2	0	2	1%	£320,560	£0	£320,560	3%
Older Londoners	11	4	15	10%	£980,100	£437,520	£1,417,620	12%
Reducing Poverty	11	3	14	9%	£1,283,850	£257,200	£1,541,050	13%
Resettlement & Rehabilitation of Offenders	3	3	6	4%	£339,970	£320,800	£660,770	6%
Stepping Stones	0	17	17	11%	£0	£700,000	£700,000	6%
Strengthening London's Voluntary Sector	5	2	7	4%	£516,270	£316,000	£832,270	7%
Strategic Initiatives	21	9	30	19%	£892,602	£1,004,600	£1,897,202	16%
Eco-audits	8	1	9	6%	£21,000	£2,800	£23,800	0%
Access Audits	3	2	5	3%	£8,080	£5,834	£13,914	0%
Grand total	99	57	156	100%	£7,608,742	£4,317,244	£11,925,986	100%

39. Within the Strategic Initiative portfolio, an existing strategic initiative that was agreed in 2014 has had to be partly rescinded and a new delivery partner found. On advice from the City Solicitor and Comptroller's department the new proposed delivery partner needed to be presented to you as a new grantee, rather than it be dealt with by a variation. The detail of this is explored in a separate paper headed The Mayor's Fund for London (NB Not the Lord Mayor's Appeal charity). In essence, more than £600,000 is being rescinded from the 2014 grant and it is proposed that £500,000 of this sum be granted by you to a new delivery partner.

40. You are asked to consider 94 applications at this meeting. Of these, 29 are recommended for a grant (including 1 application for your anniversary additional funding programmes) and 29 are reported at this meeting as having been approved under the scheme of delegations. A further 29 are recommended for rejection. The higher than usual delegation figure reflects the inclusion of the latest Stepping Stones grants round (see later Stepping Stones paper). 6 applications have been withdrawn by applicants and 1 has been lapsed following several unsuccessful attempts by officers for further information (see Table 4).

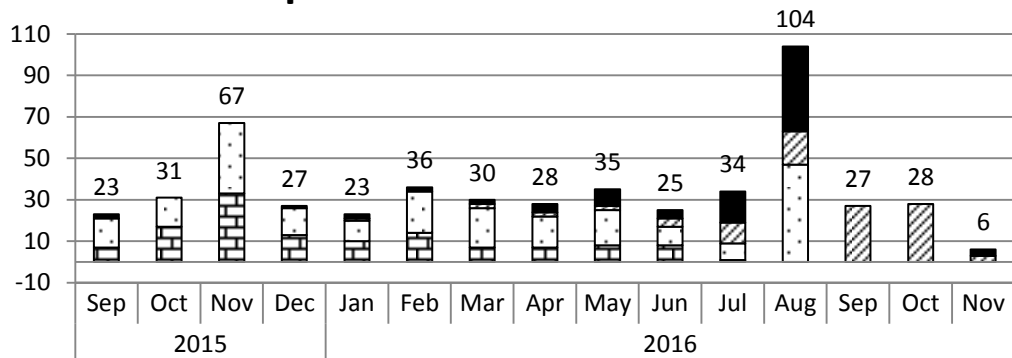
Table 4: Action to be taken on applications today

Investing in Londoner's applications

Action to be taken	Number	Amount
Applications recommended for grant to Committee	28	£3,350,810
Funding approved by delegated authority up to £10,000 (to note)	5	£19,934
Funding approved by delegated authority from £10,001 - £25,000 (to note)	4	£77,100
Funding approved by delegated authority from £25,001 - £50,000 (to note)	20	£869,400
Applications recommended for rejection	29	n/a
Withdrawn applications (to note)	6	n/a
Applications lapsed (to note)	1	n/a
Total Investing in Londoners applications	93	£4,317,244
Anniversary programme: infrastructure support	1	£1,000,000

41. Chart 1 below shows the flow of applications received over the last year and action taken, allowing any seasonal variations to be seen. The spikes in applications seen in November 2015 and August 2016 are due to the closing date for rounds of the Stepping Stones Fund. Otherwise applications are fairly evenly spread across the year, which is comparable to previous years. This excludes Strategic Initiatives as they are usually solicited rather than open programmes.

**Chart 1: Applications received and action taken
between Sept 2015 and 9th Nov 2016**



	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Grand Total	23	31	67	27	23	36	30	28	35	25	34	104	27	28	6
Today's meeting	2	0	0	1	2	2	2	4	8	4	15	41	0	0	3
Pending	0	0	0	0	1	0	2	2	2	4	10	16	27	28	3
Declined	14	14	34	13	10	20	19	15	17	9	8	47	0	0	0
Approved	7	17	33	13	10	14	7	7	8	8	1	0	0	0	0

Approved
 Declined
 Pending
 Today's meeting

David Farnsworth

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Committee(s):	Date(s):
The City Bridge Trust Committee Resource Allocation Sub Committee	24 November 2016 15 December 2016
Subject: Proposed Revenue Budgets – 2017/18	Public
Report of: The Chamberlain The Town Clerk	For Decision
Report author: Karen Atkinson, Chamberlain’s Department	

Summary

This report provides the annual submission of the revenue budgets overseen by your Committee. In particular it seeks approval to the proposed budget for 2017/18, for subsequent submission to the Finance Committee. The budget prepared seeks an uplift of £142,000 in comparison to the resources initially allocated and is summarised in the table below.

Table 1 Summary Revenue Budget for the City Bridge Trust Committee	Latest Budget 2016/17 £000	Original Budget 2017/18 £000	Movement £000
Expenditure	22,936	22,529	(407)
Income	(107)	(108)	(1)
Support Services and Capital Charges	158	171	13
Total Net Expenditure	22,987	22,592	(395)

Overall, the budgeted net expenditure for 2017/18 is estimated to be £22.592m, a decrease of £395,000 compared with the budget for 2016/17. The main reason for this net decrease is:

- 2016/17 included a one-off increase for the underspend of £1.552m carried forward from 2015/16, offset by an additional £1.0m added to the grants budget from the surplus income of Bridge House Estates.

City Bridge Trust’s vision is for a fairer London. Its overarching aim is to maximise its use of all the resources at its disposal, including opportunities offered by the City of London Corporation, for the benefit of disadvantaged Londoners. During the forthcoming year priorities include undertaking the 5 year Strategic review, promoting and implementing the Trust’s Investing in Londoners programmes; the continued development of the Trust’s work to encourage more philanthropy; and the continued development of the City Corporation’s Social Investment strategy.

Recommendations

The Committee is requested to:

- a) review the provisional 2017/18 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget (which includes an additional £142,000 over the local risk resource base and is subject to a bid for further resources) for submission to the Finance Committee;
- b) agree a proposal for an uplift to the 2017/18 budget of £142,000 noted within this paper, which would then be submitted to the Policy and Resources Sub Committee for final approval. Members are requested to note that these figures are derived from an initial review of operational expenditure which took place following the appointment of the Head of Charity & Social Investment Finance; and
- c) authorise the Chamberlain to revise these budgets to allow for any necessary realignment of funds resulting from corporate projects.

Main Report

Introduction

1. A cy près scheme agreed by the Charity Commission in 1995 enables Bridge House Estates to distribute the Estate's surplus income for charitable purposes across Greater London. The amount available for grants from the surplus income is determined each year by the Policy and Resources Committee.
2. This report sets out City Bridge Trust's business planning priorities and the proposed revenue budget for 2017/18 for approval and submission to the Finance Committee.

Business Planning Priorities

3. The City Bridge Trust's priorities include:
 - The promotion and implementation of the Trust's Investing in Londoners programmes, ensuring that the annual grants budget is allocated in full and that the City Bridge Trust Committee receives timely, accurate and high quality reports.
 - The 5 year strategic review, currently underway, which aims to develop Trust's next funding strategy from 2018-2023. This is due to be finalised and agreed in July 2017.
 - The further development of work to encourage more philanthropy in the City and beyond (taking account of a recent external review of this area).
 - The continued development and implementation of the City Corporation's Social Investment Strategy, with particular focus on its £20m available for investing in activities that generate a social as well as a financial return. As at October 2016, the Fund has committed over £11.1m of which £8.2m (74%) has been drawn down by the investees.

Proposed Revenue Budget for 2017/18

4. The proposed Revenue Budget for 2017/18 is analysed between:
 - Local Risk budgets – these are the budgets deemed to be largely within the Chief Officer’s control.
 - Central Risk budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances, rent incomes from investment properties and in the case of City Bridge Trust, the grants budget).
 - Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
5. The provisional 2017/18 budgets have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees, which include:
 - an allowance of 1% towards any potential pay and price rises.
6. The budgets are set out in Table 2. Income and favourable variances are presented in brackets. Only significant variances (generally those greater than £100,000) have been commented on in the following paragraphs.

Table 2 Revenue Budget for the City Bridge Trust Committee						
Analysis of Service Expenditure	Local or Central Risk	Actual 2015-16 £'000	Latest Budget 2016-17 £'000	Original Budget 2017-18 £'000	Movement 2016-17 to 2017-18 £'000	Para-graph Ref
EXPENDITURE						
Employees	L	806	968	1,180	212	7(i)
Transport Related Expenses	L	3	3	4	1	
Supplies & Services (note i)	L	338	455	345	(110)	7(ii)
Grants	C	18,342	21,510	21,000	(510)	7(iii)
Total Expenditure		19,489	22,936	22,529	(407)	
INCOME						
Wembley National Stadium Trust		(74)	(107)	(108)	(1)	
Contribution from UBS		(235)	-	-	-	
TOTAL NET EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES		19,180	22,829	22,421	(408)	
Support Services & Capital Charges		145	158	171	13	
TOTAL NET EXPENDITURE		19,325	22,987	22,592	(395)	

Notes

- (i) Supplies and Services – Equipment, furniture, materials, uniforms, printing, stationery and professional fees.
7. Overall there is a decrease of £395,000 between the latest 2016/17 budget and the 2017/18 proposed budget. The budget movements are a result of:
- i) The Employees budget has increased by £212,000 from £968,000 to £1.180m. This is mainly due to a number of vacancies in the department in 2016/17 which were covered by consultants, which it is anticipated will be filled by 2017/18, and an uplift to the salary of two senior members of staff which reflects the required experience levels of the City Bridge Trust;
 - ii) The Supplies and Services budget has decreased by £110,000, from £455,000 to £345,000. This is largely due to: a reduction in fees and services as a number of consultants have been used in 2016/17 to cover vacant posts (as noted above), a reduction in printing costs due to the decision to cease the printing of the annual review, with a lower cost

alternative being sought; and budgets carried forward from 2015/16 being removed;

- iii) The amount proposed for Supplies and Services is £142,000 above the original book budget due to a reassessment of the requirements of the service. Key elements of this include: the need for management costs for the Social Investment fund (comprising investment analyst, administrative support and operational costs); software administration costs for GIFTS, the teams' grants management system, whereby costs are driven by the volume of activity taking place; an uplift in membership fees to key sector bodies, whereby fee levels are based upon the value of grant-making; and the need to uplift various general office expenses to reflect the increased staffing agreed from 2016/17. The table below sets out the split of the above proposed increases:

Table 3 Analysis of Supplies & Services		Base budget 2017 - 18	Proposed budget 2017 - 18	Variance
		£	£	£
Equipment, furniture, materials		5,000	4,000	(1,000)
Printing, stationery, general office		16,000	22,000	6,000
Fees & Services		112,000	201,000	89,000
Communications & Computing		39,000	58,000	19,000
Expenses		16,000	31,000	15,000
Grants & subscriptions		14,000	28,000	14,000-
Total		202,000	344,000	142,000

- iv) The Grants budget has decreased by £510,000, from £21.510m to £21.0m, as set out in the following table.

Table 4 Grants Budget Analysis	Latest Budget 2016-17 £000	Original Budget 2017-18 £000
Standard grants programme	15,000	15,000
Strategic grant towards the Princes Trust to continue for a period of 10 years.	1,000	1,000
Additional allocation from the surplus income of Bridge House Estates (£3.0m allocated to 2015/16, £4.0m allocated to 2016/17 and £5.0m allocated to 2017/18) to result in an average grants budget of £20.0m per year through to 2018.	4,000	5,000
Carry forward from 2015/16	1,510	
TOTAL GRANTS BUDGET	21,510	21,000

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

Table 4 Manpower Statement	Latest Budget 2016-17		Original Budget 2017-18	
	Manpower Full-time equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000
Administrative Staff – City Bridge Trust (note i)	15.1	866	18.1	1,079
Administrative Staff – Wembley National Stadium Trust (note ii)	1.3	85	1.3	86
Training and Recruitment Advertising		17		15
TOTAL EMPLOYEE COSTS	16.4	968	19.4	1,180

Notes

- i) The increase in manpower of 3.0 FTE is the effect of part-year vacancies in 2016-17, which it is anticipated will be filled by 2017-18.
- ii) Funding is provided by the Wembley National Stadium Trust through its contract payment to City Bridge Trust (see Income in Table 2).

Potential Further Budget Developments

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

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

Revenue Budget 2016/17

10. The forecast outturn for the current year 2016/17 is in line with the latest approved budget of £22.987m.

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Committee:	Dated:
City Bridge Trust	24 th November 2016
Subject: Way Ahead – Supporting the Infrastructure of London’s Civil Society	Public
Report of: Chief Grants Officer	For Decision

Summary

City Bridge Trust (CBT) is committed to grant-funding the infrastructure that supports London’s civil society through its Supporting London’s voluntary sector programme. Additional money was released from the Bridge House Estates’ charity surplus on the occasion of the Trust’s 20th Anniversary last year. The Court of Common Council, on recommendation from the CBT Committee, agreed that 40% of the additional money could be spent on the infrastructure underpinning civil society organisations in London. This comes at a time when London Councils is withdrawing funding from this area. Research was commissioned to help inform this additional spend. This report builds on that research and recommends that the money is divided into two funds:

- i. A Bridge Fund – as the Way Ahead delivery model will take time to develop, there is an immediate need to ensure that the knowledge and skills of some organisations’ employees are not lost as the funding is cut. A £1M fund is proposed to support organisations for 12 months with grants up to £50,000; on condition they engage with the work to design a new delivery model. Expert resource will also be made available to support organisational change management;
- ii. A Cornerstone Fund - £1.5M a year for 2 years proposed to fund a pan-London strategic fund, working with other funders and key stakeholders, to support the infrastructure underpinning London’s civil society, informed by the collaborative work developing the Way Ahead research report recommendations.

Recommendation

Members are asked to agree (from the additional grant funding agreed by the Court of Common Council to support London’s civil society infrastructure) that:

- a) £1M be allocated to create a Bridge Fund to:
 - i. support London’s civil society infrastructure organisations with grants of up to £50,000 each for 1 year;
 - ii. fund additional expert advice on organisational change if required;

- b) In principle, £1.5M a year for 2 years be used to provide cornerstone funding to support a pan-London strategic fund, working with other funders and key stakeholders, to support the infrastructure underpinning London's civil society (full details of which to be brought back to this Committee for final agreement)
- c) £24,000 is allocated to CBT to manage, monitor and administer the fund and related grants referred to in (a) above and to develop the fund referred to in (b) above.

Main Report

Background

Civil Society

1. CBT is committed to tackling disadvantage in London and working towards a fairer capital city. As part of this work, and as a key component of a thriving city, civil society has an important role to play (civil society is sometimes referred to as the third sector of society or the community and voluntary sector - distinct from government and business).
2. CBT has always been deeply committed to civil society through its grant-making and, in particular, through the Supporting the Voluntary Sector strand of its Investing in Londoners grants programme. This commitment was underlined when additional money was released from the Bridge House Estates' charity surplus on the occasion of the Trust's 20th Anniversary last year: the CBT Committee and Court of Common Council agreed that 40% of this additional money could be spent on the infrastructure underpinning London's civil society organisations.

Research

3. In order to determine how best to commit this money, at a time of particular budgetary pressure across the sector, you funded research, commissioned through your grantee London Funders (the membership network for funders and investors in London's civil society), into the future of infrastructure support for London's civil society. London Funders led this research, working in close partnership with two key infrastructure bodies, London Voluntary Services Council (LVSC)¹ and Greater London Volunteering (GLV)².
4. The starting point for this research was three beliefs: first, that London needs a vibrant civil society to prosper; second, that in order to achieve a strong and vibrant civil society, just as any other sector in London, civil society needs access to appropriate business, technical and enterprise support, as well as a 'voice' within the on-going debate about London, its governance and the issues it faces; and third that the challenges presented by the current economic situation provide opportunities to review and re-think how that support is provided to London's civil society.

1 London Voluntary Service Council is the collaborative leader of London's voluntary and community sector.

2 Greater London Volunteering is the regional partnership body for volunteering in London.

- In May 2016, you received a report on this research – the final research report being called ‘The Way Ahead’. This included recommendations: a key one being that the redesign detail of how support to London’s civil society is provided should be worked up collaboratively.

Implementing the Way Ahead Recommendations

- Stakeholders from all sectors are working together to redesign the system: from volunteer led neighbourhood groups to City Hall. A multi-stakeholder System Change Group has been established, events to test the vision and recommendations are being held, and five themed groups (on Collaboration; Data Management & Sharing; Triage and Connecting; Campaigning and Influencing; and Consistent Commissioning) are being set up to build the knowledge base and test the practicalities.
- By March 2017, the change plan should be agreed, with a view to making the vision a reality during the remainder of 2017. It is important that sufficient resources are made available to support the transition, and to underpin the new system for the future.

Context for Considering Support for Implementation

- London Councils, representing 32 borough councils and the City of London, runs a grants programme supporting the voluntary sector to provide services to meet key areas of need in the capital. From 2014-2017, the grants programme funded four priority areas that required a response at a regional level: homelessness, sexual and domestic violence, tackling poverty through employment, and support to the voluntary and community sector.
- Following a review during 2016, London Councils decided not to continue with ‘Priority 4’, that is, grants for regional support of the voluntary and community sector. Despite this, London Councils are considering committing resources to fund officer time to support the implementation of the Way Ahead. Your Chief Grants Officer is very supportive of this, as it would allow for London Council’s pan-London, democratically accountable voice and expertise to continue to contribute to this important work.
- The total value of Priority 4 funding was c£1.3M per year, meaning a withdrawal of significant funding at the end of March 2017 from organisations who play a key role in supporting civil society at a regional level and whose expertise and knowledge are essential in the implementation of the Way Ahead vision. These organisations are:

Lead organisation	Partner Organisations
Advice UK	Law Centres Federation, Lasa.
Age Concern London	Opening Doors Age UK, London Older People Advisory Group.
Children England	Partnership for Young London, Race Equality Foundation.

Lead organisation	Partner Organisations
Inclusion London	Transport for All.
London Voluntary Service Council	Race on the Agenda, Women's Resource Centre, Refugees in Effective and Active Partnerships, Lasa.
The Refugee Council	

11. There are other regional support organisations who are not funded through the Priority 4 Grants programme, but that also may be facing funding challenge post March 2017. These include organisations such as Greater London Volunteering, who have an important role to play in the delivery of the Way Ahead, and who are included in the proposal set out below.
12. One of the key recommendations in the Way Ahead is the development of a London Hub: this could be made up of a network of organisations or be a formally constituted body which, working with specialist support, should develop standardised resources where possible, which can be customised and delivered locally. It is assumed that the development of the London Hub will require some merging, closing and organisational redesign within the regional and specialist support sector.

Proposal

13. London Councils' priority 4 funding ends at the end of March 2017 and the detailed work to implement the Way Ahead recommendations will not be concluded until the end of 2017. There is, therefore, a real risk that infrastructure organisations with expertise will lose vital staff and consequent skills and expertise before such time as the detailed work is complete (as above).
14. It is therefore proposed that the Trust's additional infrastructure support funding is split into two funds: Fund A, with a total budget of up to £1M, being a bridging fund (the Bridge Fund) and Fund B, with a total budget of up to £1.5M a year for 2 years being cornerstone funding (the Cornerstone Fund).
15. If agreed, the Bridge Fund will be used to support organisations in retaining their expertise during the 12 month period in which the Way Ahead implementation details are being worked through.
16. If agreed, the Cornerstone Fund will be used to provide anchor funding for a pan-London fund to support London's civil society. It is hoped that other funders will also wish to contribute to this fund so it is collaborative and well-resourced.

Proposed Bridge Fund

17. It is recommended that you instruct officers to establish the Bridge Fund within the following framework:
- Pan-London infra-structure organisations are invited to apply for up to £50,000 each, limited to one year

- Any grant is subject to the following conditional requirements:
 - Engaging their stakeholders in co-producing plans for implementing the Way Ahead
 - Working with the Way Ahead Systems Change Group and contributing to the themed groups.
- The fund and how to apply is announced before Christmas.
- Decisions on both grants and any additional support are made within 6 weeks of launch.
- Organisations already funded by CBT are not precluded from receiving a Bridge Fund grant, but any existing funding will be taken into account.
- It is made clear that additional advice and support is available from Cranfield Trust and other experts to support organisational change and compliment any grant – such support to be determined in consultation with CBT officers.
- It is made clear that the Bridge Fund and any future Cornerstone Fund are not intended as substitute funding for London Council's Priority 4 funding – rather the funds are intended to support a transformational agenda working towards improved support and skills for civil society organisations in London.
- It should also be made clear that the Bridge Fund is not for supporting organisations working at borough level (funding for some of these organisations remains available through your Investing in Londoners grants programmes).

Proposed Cornerstone Fund

18. The Way Ahead makes a number of recommendations specifically for independent funders, providers of statutory funding and London Funders. These include working together to create a pan-London fund to support the new model and to ensure that civil society support provision is more evenly distributed across London. CBT is in conversation with other funders about the development of such a pan-London fund and very much hopes, if the CBT cornerstone funding is agreed in principle, it will be a strategic and collaborative effort.
19. It is recommended that you agree in principle to provide the cornerstone funding to support this pan London fund, with an in principle commitment of additional resources of circa £1.5M per annum for 2 years (commencing in 2017). This will build on, and be informed by, your wider support through the Investing in Londoners Strengthening London's Voluntary Sector programme.
20. This proposed pan-London fund will require bespoke governance arrangements, and these can be developed over the next year. It is anticipated that these arrangements would involve key stakeholders – for example London Councils. In addition, the provision of the Bridge Fund (above), if agreed, will enable key organisations during 2017 to inform the development of the proposed pan-London fund.

Conclusion

21. This paper is the culmination of considerable work undertaken by your officers with key partners in London. Considerable credit for this must be attributed to

your Deputy Chief Grants Officer and London Funders. The proposals come at an important moment for London's civil society – significantly impacted by the retrenchment of state funding, the knock on to London borough budgets and London Councils' funding priorities.

22. The proposed Bridge and Cornerstone Funds arise directly from the research you supported and London Funders commissioned. The Bridge Fund will provide time-limited support to key regional and specialist support organisations during a period of significant change. It will enable core knowledge and skills within the sector to be retained during a crucial phase in the development of the Way Ahead recommendations. It will also ensure wide buy-in across multiple stakeholders to the Way Ahead vision and that its implementation is produced together with networks of civil society.

23. This is an opportunity to use your position as London's largest independent funder to provide leadership and work collaboratively to further support London's civil society.

Summary of recommendations

24. Members are asked to agree (from the additional grant funding agreed by the Court of Common Council to support London's civil society infrastructure) that:

- a) £1M be allocated to create a Bridge Fund to:
 - i. support London's civil society infrastructure organisations with grants of up to £50,000 each for 1 year
 - ii. fund additional expert advice on organisational change if required;
- b) In principle, £1.5M a year for 2 years be used to provide cornerstone funding to support a pan-London fund, working with other funders and key stakeholders, to support the infrastructure underpinning London's civil society (full details of which to be brought back to this Committee for agreement)
- c) £24,000 is allocated to CBT to manage, monitor and administer the fund and related grants referred to in (a) above and to develop the fund referred to in (b) above.

Background Papers

- The CBT Committee, Future of London's Voluntary Sector Infrastructure Support – 24th May 2016.

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Summary Assessment of Strategic Initiative for Committee Decision

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

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

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Committee	Dated:
City Bridge Trust	24 th November 2016
Subject: Strategic Initiative - Client Earth	
Report of: Chief Grants Officer	For Decision

Summary

Client Earth is a charity dedicated to providing solutions to key environmental challenges. As part of their work, they are dedicated to achieving cleaner air in London. The charity is requesting £100,000 over two years to employ an officer dedicated to leading its Clean Air Team's business engagement, as part of a broader strategy to achieve a step-change in improving London's air quality.

Air pollution affects all Londoners. Given the geographies, there is evidence to suggest disadvantaged communities are particularly impacted by poor air quality in the capital. Client Earth has previously been funded by City Bridge Trust, is currently Funded by Trust for London (who are supportive of this application) and is well-thought of by the City of London Corporation's officers working in this area.

This application will not involve party political campaigning.

Recommendations

Members are asked to agree:

- a) £100,000 (£50,000 per annum over two years) to cover the cost of a full-time Business Engagement Officer to engage directly with businesses to tackle the effects of air pollution in London and to encourage a behavioural shift towards greener ways of doing business.
- b) That this agreement should be subject to the financial due diligence being satisfactorily completed (this is well underway, but was not possible to complete in time for Committee deadline) and that approval of the due diligence is delegated to the Chairman and Deputy Chairman in consultation with the Chief Grants Officer and Head of Charity and Investment Finance.

Main Report

Background

1. Client Earth is a charity committed to providing solutions to key environmental challenges. It works to influence policy-making with strong and practical proposals: using a legal approach grounded in scientific and economic

evidence. They then translate their solutions into sound legal arguments to influence the design of laws, by providing practical recommendations and draft clauses to law-makers in EU institutions and Member States, and advocating for their adoption.

2. Client Earth is headquartered in London, with offices in Brussels and Warsaw. In London, they work closely with partners and other organisations, including think tanks, universities, and governments. In Brussels, their presence aims at influencing the EU Government, especially as most national environmental legislation in Europe is based on and/or generated by EU law.
3. Client Earth wants to encourage both a residential and a commercial behavioural shift towards greener ways of travelling around and doing business. This would not only benefit human health but also potentially create economic opportunities for businesses that develop the new products and services needed to succeed. Client Earth wants to build business support for this shift and to make London a world leader in sustainable urban transport whilst also achieving an enhanced Ultra Low Emission Zone (ULEZ).
4. The City of London Corporation has been engaging with business on air quality for several years through its City Air programme. Client Earth has already established good working relationships with the City of London Corporation and will build on the work already being undertaken and ensure no duplication of activity. Client Earth was also previously funded by City Bridge Trust and is currently funded by Trust for London who recognise the merit in, and are supportive of, this application.

Current Position

5. Despite its image as a world-class city, London has some of the worst air quality in the UK and some of the most polluted streets in Europe. In many parts of London, legal limits designed to protect people's health are not being met. These limits should have been met in 2010 but under current plans, will not be achieved until 2025 at the earliest. Even achieving legal limits will not solve the health problem; significant health effects including early deaths and hospital admissions still occur at levels significantly below the current limits. There is evidence to suggest disadvantaged communities are particularly impacted in areas of poor air quality given the geographies.
6. Addressing emissions from road transport, and particularly diesel vehicles, is key to tackling air pollution in London. The new Mayor has announced a series of ambitious air quality proposals for consultation. This includes an extended ULEZ, which would aim to discourage some of the dirtiest vehicles from entering central London and the possibility of bringing forward the introduction of the ULEZ earlier than 2020. This is a positive announcement from the new Mayor and shows clear ambition to clean up London's dirty air.
7. While the current proposals are a significant step towards meeting legal limits they still need to go further. Client Earth wants to build business support for an expanded ULEZ to drastically cut pollution from diesel vehicles and drive a

step-change in London's air quality. The expanded zone would need to cover the whole of London, and drive a phase-out of diesel vehicles by making central London zero emission as soon as possible.

8. This would deliver significant benefits for human health whilst also creating new economic opportunities to accelerate the uptake of low and zero emission vehicles and potentially make London a world-leader in sustainable urban transport. London could therefore serve as a blueprint for tackling urban air pollution in other cities and towns in the UK and beyond.
9. Following the announcement of the Mayor's proposals, the first consultation was in October 2016 on transport related proposals including the introduction of a new Emissions Surcharge. There will be further consultations in Spring 2017 and Autumn 2017 on the widening of the ULEZ boundary and on the proposal to tighten the emission standards for the London-wide Low Emission Zone. These are key milestones but the policies will not be implemented until 2018 at the very earliest so it is important that support is maintained and the timescale of this proposed post is important.
10. There is an opportunity to influence Mayoral and government policy and make the positive business case for ambitious action on air pollution. Further mobilising the voice of business would be an important contribution to this.

Objectives and Approach

11. Client Earth's overall aim is to improve London's air quality and to accelerate the decarbonisation of London's transport.
12. With the funding requested from CBT, Client Earth will recruit a Business Engagement Officer on a fixed term 2 year contract, who will lead the Clean Air team's business engagement project in London. This Officer will work with key stakeholders on how they can contribute to improving air quality in the capital while making London a global leader in sustainable urban transport.
13. The Business Engagement Officer will be part of Client Earth's Clean Air team, which has been working on air pollution issues in London for over 5 years and will:
 - Contribute to the development of a comprehensive business engagement strategy within the framework of the project, in close coordination with members of the Clean Air team.
 - Build and maintain relationships with key stakeholders, including business representatives and leaders and policy and decision makers, to increase understanding of air pollution and the role of businesses in contributing to the solution.
 - Work with business leaders to develop and advocate for policy solutions, which offer win-wins for air quality, consumers and business, such as consumer labelling schemes and targeted incentives for electric and ultra low-emission vehicles.

- Produce information and project resources to facilitate engagement by businesses. Organise and coordinate events to highlight the views of businesses. Attend and deliver events such as talks, workshops and roundtable discussions with target groups and stakeholders.
- Facilitate discussion between business representatives, policy and decision makers and other stakeholders to encourage a co-operative approach to tackling air quality.
- Create media stories and opportunities to publicise the views of supportive businesses using the written press, broadcast media and social media.
- Build relevant knowledge on the science and policy of air pollution and stay up to date on news and developments.
- Contribute to the development of a comprehensive business engagement strategy within the framework of the project, in close coordination with members of the Clean Air team.

Costings/request

14. Client Earth is requesting £100,000 over two years to employ a dedicated Business Engagement Officer on a fixed term 2 year contract, who will lead the Clean Air team's business engagement project in London.

Financial Observations

15. The financial assessment process for Client Earth is underway; however, it was not possible for it to be completed in time for this Committee to review as part of this report. Should this Committee agree this grant request, it is recommended that the agreement is subject to the satisfactory conclusion of the financial due diligence and that this is considered by the Chairman and Deputy Chairman in consultation with the Chief Grants Officer and Head of Charity Finance.

Summary of Recommendations

Members are asked to agree:

- a) £100,000 (£50,000 per annum over two years) to cover the cost of a full-time Business Engagement Officer to engage directly with businesses to tackle the effects of air pollution in London and encourage a behavioural shift towards greener ways of doing business.
- b) That this agreement should be subject to the financial due diligence being satisfactorily completed (this is well underway, but was not possible to complete in time for Committee deadline) and that approval of the due diligence is delegated to the Chairman and Deputy Chairman in consultation with the Chief Grants Officer and Head of Charity and Investment Finance.

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Summary Assessment of Strategic Initiative for Committee Decision

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

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

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Committee	Dated:
City Bridge Trust	24 th November 2016
Subject: Mayor's Fund for London	Public
Report of: Chief Grants Officer	For Decision

Summary

In January 2013, the Court of Common Council agreed a grant of £2.1 million to The City of Westminster from City Bridge Trust (CBT). The purpose of this was for Central London Forward - a strategic organisation representing the seven Central London boroughs (CLF) - to work with the Cross River Partnership (CRP) – a Public/Private partnership that has been delivering regeneration projects in London since 1994. Together they were to deliver a programme comprising three strands; pre-employment training; an Employability Passport for 14 – 16 year olds; and mentoring between employees and the unemployed.

Successful outcomes were achieved, but one element of the programme was not designed or delivered - namely the work with schools and businesses to secure employment for young people through the Employability Passport scheme.

The grant agreement in respect of the undelivered part of the programme is therefore being rescinded leaving £698,625 of the original grant sum unspent. An alternative delivery partner to CRP has been found by CLF: in the Mayor's Fund for London, an independent charity: which is able to deliver the envisaged outcomes for £500,000. The programme builds on the strengths of an existing project, the London Enterprise Advisor Programme, and can be matched with existing resources of £232,000 - therefore bringing added value and the potential for greater impact.

This report seeks approval to grant £500,000 of the returned monies to the Mayor's Fund for London. The project will still be overseen by CLF. The balance of the rescinded sum will be returned to CBT grants budget to be committed through the Investing in Londoners programme tackling disadvantage in London.

Recommendations

Members are asked to:

- a) Agree a grant of £500,000 (£250,000 per annum over two years) to the Mayor's Fund for London to deliver the Enterprise Advisor Programme: creating powerful lasting connections between businesses and schools – improving student understanding of the world of work.
- b) Note that the balance of the previous grant to The City of Westminster has been rescinded.

Main Report

Background

1. In 2013 a grant from CBT of £2.1M to the City of Westminster was agreed by the Court of Common Council. The purpose of this grant was for CLF to engage with CRP to work with employers and unemployed people, across borough boundaries, securing lasting employment for those people; as well as a funding element to impact on business and employer engagement with schools and young people across the same area. The City of Westminster commissioned CRP to deliver the programme and then, with CLF, managed and monitored its delivery.
2. Whilst successful outcomes were achieved (1,265 candidates provided Employability Support, 705 of whom were supported into work and 408 have sustained jobs to date), one objective of the programme was not successfully designed or delivered - namely an Employability Passport for young people in their last two years of education. This was to include supporting and increasing local recruitment and encouraging local businesses to take young people on work placements and into apprenticeships, and support for schools and colleges to develop and extend their links for business.
3. The element of the funding relating to this area of work, namely £698,625 has therefore been withdrawn from CRP and, by agreement, this element of the funding is being rescinded from the City of Westminster. Another delivery partner has been found, namely the Mayor's Fund for London, to deliver this aspect of the original grant.
4. Monitoring of this grant has been carried out on a day to day basis by CLF, hosted within the Economic Development Office of the City of London Corporation, reporting to the Assistant Director of the Department who in turn has liaised with CBT. The choice of new delivery partner has been agreed by CLF, the Economic Development Office and CBT.

Current Position

5. The Mayor's Fund for London empowers young Londoners from disadvantaged backgrounds to acquire the skills and opportunities they need to secure employment, climb the career ladder and escape the threat of poverty. They help children and young people play a greater part in the future of London. Their work focuses on wellbeing, skills, employment and enterprise and their Patron is the Mayor of London.
6. In July 2014, £100,000 funding was given to six Local Enterprise Partnerships (LEP) by the Careers and Enterprise Company to deliver the Enterprise Advisers pilot. The aim of building a Local Enterprise Adviser network was to create powerful, lasting connections between local businesses and local schools and colleges.
7. Enterprise Advisers are volunteers who work directly with the leadership of individual schools and colleges. These volunteers, drawn from businesses

large and small, support teachers to develop effective employer engagement plans.

8. The Careers and Enterprise Company have rolled out the programme to 31 areas through the LEP's and London was successful in securing £125,000 of funding, which has been matched by the GLA to deliver the London pilot.
9. Discussions with the GLA and the Mayor's Fund for London have revealed strong synergies between the aims of the Employability Passport Scheme and the Enterprise Advisor Programme and, rather than replicating or funding two competing programmes, there is value in joining forces to add significant impact by making the sum greater than the parts.
10. This will also provide significantly broader coverage and impact on a much greater number of schools than was envisaged in the design of the original stand-alone pilot.
11. The potential allocation of £500,000 will extend year 1 of the (2015/16) programme for a further 2 years and add a ring-fenced, Central London specific team. This will add considerable value beyond what is currently funded for delivery: it will provide for a strategic lead person within the Mayor's Fund for London, a Central London Cluster Manager and a team of 4 ring-fenced Central London Enterprise Coordinators in year 1. In year 2, eight Coordinators will form and facilitate the links between schools and Business Volunteers. In addition to the Enterprise Advisor Programme as currently delivered, additional programme enhancements secured by the CLF / CBT addition will include:
 - **Sectoral focus and expertise:** A sectoral focus, specialism and expertise to be developed within the Enterprise Advisor teams that reflects key opportunity sectors e.g. construction, science technology and engineering, creative and hospitality;
 - **Employability Passport:** The joint project will ensure an 'Enterprise/Employability Passport' is provided for the young people as a record and evidence of their journey and achievement.

Outcomes

12. The following outcomes will be achieved:
 - 65 schools will be engaged over 2 years.
 - All schools will have a whole school career strategy - a fully embedded career strategy that involves all year groups.
 - The Senior Leadership in schools will have a better understanding of the careers offering across the whole of their schools.
 - There will be an increase in the number of employer interactions in every school.
 - Students will have an increased understanding of the world of work.

13. Over two years, the project will engage the following number of schools in the relevant boroughs over two years:

	Primary Schools	Secondary Schools
Year 1 - Academic Year 2016-17	8	20
Year 2 - Academic Year 2017-18	7	30
Total (Year 1 and 2)	15	50

14. The targets will be broken down as follows:

Number of new schools engaged Year 1- Academic Year 2016-17

	Primary Schools	Secondary schools	Total
Autumn Term	-	-	
Spring Term	6	14	20
Summer Term	2	6	8
Total	8	20	28

Number of new schools engaged Year 2 - Academic Year 2017-18

	Primary Schools	Secondary schools	Total
Autumn Term	3	12	15
Spring Term	3	12	15
Summer Term	1	6	7
Total	7	30	37

Costings/request

15. Funding of £500k (£250k per year for 2 years) is requested for the Mayor's Fund, to deliver the 2 year programme of activity.

16. In order to ensure that there is sufficient resourcing in place for CBT to undertake the necessary monitoring and evaluation of this grant, an additional 4 days a month of Grant Officer time will be required. Members of this Committee are asked to note that a request for additional resources will be submitted to the Policy and Resources Committee.

17. Should this Committee approve this grant to The City of Westminster, funds would be issued on the basis that the start date for the project would be 1st November 2016.

Financial Observations

18. The Mayor's Fund charity reports that £2.175m (78%) of the forecast income for 2016 and £1.282m for 2017 (47%) has been confirmed as of late October

2016. The charity did not have an explicit reserves policy within the latest audited accounts. The Finance, Risk and Audit Committee has now recommended that an amount of circa £500k be retained as free reserves, being equivalent to 6 months of unrestricted expenditure.

Year end at 31 December	2015 Audited Accounts	2016 Forecast	2017 Forecast
	£	£	£
Income	3,572,603	2,776,000	2,703,000
Expenditure	3,488,249	3,174,000	2,675,000
Total Surplus / (Deficit)	84,354	(398,000)	28,000
Surplus as a % of turnover	2.4%	(14.3%)	1.0%
Free unrestricted reserves:			
Unrestricted free reserves held at Year End	567,369	548,000	510,000
How many months' worth of total expenditure	2.0	2.1	2.2
Free reserves policy target	Not stated	500,000	500,000
How many months' worth of expenditure	Not stated	1.9	2.2
Free reserves over/(under) target	-	48,000	10,000

Summary of Recommendations

Members are asked to:

- a) Agree a grant of £500,000 (£250,000 per annum over two years) to the Mayor's Fund for London to deliver the Enterprise Advisor Programme: creating powerful lasting connections between businesses and schools – improving student understanding of the world of work.
- b) Note that the balance of the previous grant to The City of Westminster has been rescinded.

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Summary Assessment of Strategic Initiative for Committee Decision

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

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

Committee	Dated:
City Bridge Trust	24 th November 2016
Subject: Strategic Initiative – Cranfield Trust	
Report of: Chief Grants Officer	For Decision

Summary

This report seeks approval to support the work of the Cranfield Trust over eighteen months, allowing the charity to provide capacity building services between now and the start of City Bridge Trust’s new programmes.

Recommendations

Members are asked to:

- Agree a grant of £205,100 over eighteen months (£120,500 year 1; £84,600 year 2) to Cranfield Trust to provide up to 95 London-based charities with management consultancy support

Main Report

Background

1. The Cranfield Trust, an independent charity, was established in 1988 to provide free management consultancy to social welfare organisations. Cranfield Trust places commercially skilled volunteers (who have a high degree of empathy and understanding of the pressures voluntary sector organisations face) with small to medium sized charities to address specific projects. Almost 60% of volunteers hold an MBA. 80% of the organisations benefitting from Cranfield Trust support have a turnover of less than £1 million.
2. Around half of Cranfield Trust’s clients benefit from strategic and business planning support, but assistance is also available with marketing, IT, HR, finance and mergers. Some organisations receive support with feasibility studies for revenue generating activities.
3. The match-making between charities and volunteers is delivered by Cranfield Trust’s London Project Managers, who are themselves experienced voluntary sector consultants. Early engagement with a Project Manager helps the charity requesting support to refine their initial proposal. For example, discussions with the Project Manager might reveal that the root cause of the issue the charity wishes to address is deeper and requires a different intervention than first thought.

Proposal

4. Cranfield Trust will deliver a London programme supporting up to 95 charities with bespoke consultancy. The scheme will be promoted to current City Bridge Trust grantees, but will also extend beyond this network to other charities who would benefit from support, including those who may be seeking assistance with work addressed through the "Way Ahead" initiative presented elsewhere in today's papers.
5. Organisations which participate in the programme will benefit from:
 - an online organisational health check to help them assess current areas of strength and weakness, with questions covering planning, marketing and communications, governance, finance, fundraising, impact and evaluation;
 - one-to-one support from a Cranfield Trust Project Manager to help tailor the focus on any consultancy input;
 - (where suitable) a skilled consultancy volunteer, matched to the needs of the charity, providing mentoring and coaching for around 7 days over a 9 month period; and,
 - sign off against final project based on the initial aims of the work.
6. The organisational benefits will depend on the focus of each consultancy intervention, but Cranfield Trust clients typically expect to see a range of the following: improved skills and confidence; improved services; increased efficiencies; stronger boards; improved long-term sustainability; and a stronger fundraising position.
7. The City Bridge Trust-funded work will be promoted through a marketing and communications plan with the following elements:
 - promotional literature, e-bulletins and messages through social media to articulate the value of the programme and the benefits of engagement;
 - a dedicated web-page to field enquiries and enable eligible organisations to apply; and
 - two events hosted in partnership with City Bridge Trust, the first to generate awareness of the programme, and the second to celebrate achievements of the participant organisations.
8. Cranfield Trust will produce progress updates for City Bridge Trust during the programme, as well as a final report capturing learning and overall impact. The monitoring work will include not only the support provided, but also the cascade benefit to the charities participating in the scheme. Cranfield Trust is willing to share findings from the programme with the wider sector.
9. In addition to the consultancy support provided to the programme participants, Cranfield Trust will provide *all* City Bridge Trust grantees with access to HRNet, its well-regarded online human resources information and advice service. This provides regular ebulletins as well as access to a platform providing one-to-one HR support from skilled volunteers.

Costings/request

10. The budget for the proposed work is £205,100 over 18 months. This is based on a consultancy intervention equivalent to £2,000 per project (assuming 95 clients) using full cost recovery, plus additional allowance for promotional work associated with the programme.
11. Cranfield Trust's budget assumes that 40-55 clients will benefit in the first twelve months, and 30-40 in the following six. Delivery over this period allows for further review of any 'funder plus' services City Bridge Trust may wish to offer under its new programme priorities which will launch in 2018.

Financial Observations

12. At 2nd November Cranfield Trust advised it had confirmed £320,490 of its 2016-17 income (58%), a strong position with most of the financial year remaining.
13. The charity's free reserves are within the trustees' target range, and Cranfield advises it hopes to strengthen them to a position consistent with 6 months' worth of expenditure.

Year end at 30 September	2014-15 Independently Examined	2015-16 Draft	2016-17 Forecast
Income and Expenditure	£	£	£
Income	393,644	521,989	552,450
Expenditure	398,739	415,383	549,948
Unrestricted Funds Surplus / (Deficit)	(36,623)	96,400	892
Restricted Funds Surplus / (Deficit)	31,428	10,206	1,610
Total Surplus / (Deficit)	(5,195)	106,606	2,502
Surplus / (Deficit) as a % of turnover	(1.3%)	20.4%	0.5%
Cost of Generating funds (% of income)	36,975 (9.4%)	30,371 (5.8%)	36,820 (6.7%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	138,358	234,758	235,650
How many months' worth of expenditure	4.2	6.8	5.1
Reserves Policy target	99,685 – 299,054	103,846 – 311,537	137,487 – 412,461
How many months' worth of expenditure	3 - 9	3 - 9	3 - 9
Free reserves over/(under) target	38,673 – (160,696)	130,912 – (76,779)	98,163 – (176,811)

Conclusion

14. At a time when a number of grantees approach City Bridge Trust for capacity building support, this project will provide much needed skilled assistance to the voluntary sector. Cranfield Trust's volunteers are expert management consultants with a high degree of understanding of the operational pressures charities face. Cranfield Trust has delivered excellent work with grant funding from City Bridge Trust to date, and the proposed work builds on this. It is possible that City Bridge Trust will undertake further capacity building as part of its forthcoming programmes (due for launch in 2018); until then, the work proposed in this paper will provide a valuable 'stop gap' service and enable the Trust to learn more about sector need.

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)

FILTERS	
<i>Will The pro-active grant:</i>	
Further the Trust's Vision and Mission (a fairer London & tackling disadvantage)?	Y
Support work within one of existing Investing in Londoners programmes (IiL)?	Y
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?	Y
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?	Y
Be made to an organisation(s) that conforms to the Trust's eligibility criteria and has the capacity and expertise to deliver the work?	Y

PRIORITISATION GUIDANCE	
Evidence	
Is there external and/or internal research and information that supports the need for the proposed grant?	Y
Is there external and/or internal research and information that indicates the approach proposed in the grant will be successful?	Y
Is there evidence that indicates the work will be hard to fund from other sources?	In part
Impact	
Will the grant tackle a root cause(s), or positively influence policy or practice?	Y
Will the work/approach funded be replicable?	Y
Does the grant provide an opportunity to strengthen Civic Society in London?	Y
Is the work sustainable beyond the period of the grant?	Possibly
Can the impact of the work be measured through evaluation?	Y
Leverage	
Will the grant particularly benefit from the Trust's and the Corporation's distinctive networks and connections? Is there an opportunity to add value in this regard?	Y
Will the grant be able to build on the Trust's, and its existing grantees'/investees', knowledge and expertise?	Y
Will the grant have the potential to leverage any other funding from other sources?	Y
Spread	
Geographic	

Will the grant support work in a geography where there is high need but relatively low Trust spend?	Potentially
Thematic	
Will the grant support work in a thematic area(s) of the Investing in Londoners Programme where there is high need but relatively low Trust spend?	Possibly
Portfolio	
Within the Trust's Strategic Initiative portfolio, is the grant duplicating or complementing anything already funded?	Complementing work of "The Way Ahead" reported in papers for today's meeting
Approach	
Will the grant enable better collaboration between relevant organisations?	Y
Is the proposed work across more than one LA or is London-wide?	Y
Does the proposed work explicitly link the private, statutory and voluntary sectors?	Y

Committee	Dated:
City Bridge Trust	24 th November 2016
Subject: Strategic Initiative -Trust for London/Crowdfunding Pilot	Public
Report of: Chief Grants Officer	For Decision

Summary

CBT and Trust for London wish to build on their excellent working relationship and propose a small crowdfunding pilot in London. This will help inform each organisations' funding approaches being considered as part of their own strategic reviews: it will test whether this mechanism of crowdfunding could generate new and innovative ideas for tackling poverty in London; reach new organisations who would not naturally approach these funders; amplify existing funding and speed up our small grant-making processes.

Recommendation

Members are asked to:

- Agree a grant of £62,000 to Trust for London (£50,000 for match funding to projects and £12,000 (Inc. VAT) towards the costs of managing, administering and evaluating the pilot crowdfunding programme).

Main Report

Background

1. Crowdfunding is a way of raising finance by asking a large number of people each for a small amount of money. Until recently, financing a project or venture involved asking a few people for large sums of money. Crowdfunding switches this idea around, using the internet to talk to hundreds, if not thousands of potential funders to raise money.
2. Nesta's recent report: 'Crowdfunding Good Causes' (June 2016), highlighted that whilst crowdfunding makes up less than 0.5% of giving in the UK, it has significant potential to fund projects with a social purpose. Its survey of 450 organisations found that whilst a high proportion of organisations were aware of crowdfunding, relatively few had used it.
3. Nesta's report also noted that: the lack of crowdfunding skills and knowledge was the biggest barrier; the opportunity to fund innovative projects was appealing; the positive impact on volunteering, fundraising and campaigning were all seen as influential factors; and 43% of organisations were likely to use crowdfunding in the next 12 months. It made a number of recommendations to grant funders:

- Invest in crowdfunding skills and capacity building.
- Integrate crowdfunding into existing funding schemes and programmes through match funding.
- Support transition from crowdfunding projects to developing sustainable organisations.
- Set up referral schemes from grant funders and social investors to crowdfunding platforms.
- Test and measure the effect of crowdfunding.

Potential Benefits

4. CBT and Trust for London are keen to explore how crowdfunding might:
 - Generate new and innovative ideas for tackling poverty in London.
 - Reach new organisations who would not naturally approach CBT or Trust for London.
 - Amplify CBT and Trust for London's funding.
 - Speed up our small grant-making process.
5. Testing this methodology would enable the trusts to learn more about this approach, as well as evaluate the benefits and share the learning.
6. This pilot is timely as it will help inform the respective organisations' funding approaches being considered as part of their own strategic reviews. The partnership with Trust for London is already strong, as is reflected in the existing 'Moving on up' project, and the Chairman of CBT and CBT Committee member Mr Lord also sit on their Board.

Project details

7. For the purposes of testing out the potential benefits of this approach, a pilot programme is proposed, working through Trust for London. This project would also partner with Crowdfunder and The Social Innovation Partnership (TSIP) to deliver the project.
8. A dedicated 'campaign' page would be established on the Crowdfunder website to promote the funding, and a digital application form created. In conjunction with Trust for London, CBT will decide which questions to ask on the application form, and how much information to obtain from the organisations to ensure the right level of due diligence is undertaken.
9. Projects that will form part of this pilot will initially be required to raise 25% of their target, then Trust for London in partnership with CBT will pledge 50% of their target in match funding (capped at £10k), leaving the organisation a further 25% to raise. The grants will only be made once the target figure has been reached and there is usually a tight timescale for reaching their targets. This is to create momentum and a sense of urgency, which Crowdfunder advise, seems to work.

10. Crowdfunder will deliver a series of support services, as detailed below:

- **One to one crowdfunding coaching:** Build capacity and improve success by providing projects with direct access to crowdfunding coaches. This will include 100 hours of coaching so that participant organisations receive the best possible chance of success.
- **Train the trainer session/s:** Crowdfunder's experts will provide selected individuals or groups with online training session/s to learn how to offer crowdfunding coaching and deliver crowdfunding workshops. They will offer half and full day sessions as well as a one-day workshop with both CBT and Trust for London staff, to ensure they fully understand the crowdfunding process.
- **Virtual workshop/s (Hangouts):** Build capacity and improve success within the crowdfunding campaign by providing projects with access to their online crowdfunding workshop/s. These focus on understanding the elements of a successful crowdfunding campaign, choosing your goal, creating rewards and designing your pitch. This will include 4 virtual workshops throughout the campaign, with content tailored to the timing and needs of attendees.

11. In order to deliver this project, Trust for London will commission 'Crowdfunder' which is a social enterprise set up as a limited company, with a strong social purpose and TSIP which is an advisor to public, private and social sector organisations seeking to maximise their social impact. TSIP will undertake the evaluation and research elements of the project. Note: Crowdfunder will charge 5% (plus VAT) on all income raised by the projects, if successful.

12. TSIP's research and reporting elements will have two main aims:

- To capture the experiences and learning of combining crowd and grant funding;
- To explore the additionality between crowdfunding and matched grant awards.

13. The output of this work will be a short report with recommendations reflecting the funding process, lessons learnt and any value added.

14. It is envisaged that this project will start in January 2017.

Criteria

15. The proposed criteria of the project would be:

- Theme: Reducing poverty in London - It is suggested that this is quite broad to attract a good mix of projects, causes and activities.
- Project Size: Open, to attract a wide range of projects.

- Max match per project: £10,000.
- Max match ratio: 50% - so a project with a target of £5k would get £2.5k match, a project with a £30K target would get £10K max.
- Timescales: Projects to start within 3 months of reaching their fundraising target, and last a max of 1 year.
- Eligible organisations: All those who are currently eligible to apply for CBT's funding.

Decisions

16. As all match funding awards will be capped at £10,000, funding decisions would be delegated to the CBT Chief Grants Officer in conjunction with Trust for London's Director of Policy & Grants and Director of Special Initiatives and Evaluation, in consultation with the Grants Teams from both organisations to ensure the right skills and expertise are employed. Any Member who would like to be involved at the decision making stage would be very welcome. The grants to the organisation would be made from trust form London as the accountable body and 'holder' of the grants fund.

Costs

17. The total costs of the funding package would be £124,000 (Inc. VAT). The costs will be split between CBT and Trust for London equally. Each funder would provide £50,000 for match funding and £12,000 (Inc. VAT) towards the costs of Crowdfunder and TSIP to manage, promote, administer and evaluate a pilot crowdfunding programme.

Financial observations

18. Audited accounts for the year ended 31st December 2015 show a strong balance sheet with listed investments and investment properties amounting to £295.8m. These investments generate the majority of the charity's income, providing £7.6m or 84% of income in 2015.
19. After expenditure, the charity incurred a net operating loss of £6.3m which after net gains and losses on investments and revaluation of the Trust's fixed assets generated a surplus of £5.9m as shown below.
20. The Trust's policy is not to maintain any unrestricted reserves as on-going working capital is available from the endowment under the total return on investments policy adopted.

Year end at 31 December	2015 Audited Accounts
Income and Expenditure	£
Income	9,023,725
Expenditure	(15,342,173)
<i>Net income/ (expenditure) before gains and losses</i>	<i>(6,318,448)</i>
Net gains/ (losses) on investments	11,023,071
Net revaluation gains on fixed assets for own use	1,174,611
Restricted Funds Subsidiaries' Surplus	25,725
Restricted Central Fund & City Church Fund Deficit	(34,078)
Endowment Funds Surplus	5,887,587
Total Surplus / (Deficit)	5,879,234
Surplus as a % of turnover	65%
Cost of Generating funds (% of income)	1,321,497 (14.6%)
Free unrestricted reserves	
Unrestricted free reserves held at Year End*	-
How many months' worth of expenditure	-
Reserves Policy target	-
How many months' worth of expenditure	-
Free reserves over/(under) target	-

Conclusion

21. This is a good opportunity to work collaboratively with another funder to investigate a new approach that may assist in tackling poverty in London, through using a crowdfunding mechanism to generate and distribute funds.
22. The report outlining the lessons learnt, value added, and recommendations will be brought to this committee once completed and shared with other funders and organisations.

Summary of recommendations

Members are asked to:

- Agree a grant of £62,000 to Trust for London (£50,000 for match funding to projects and £12,000 (Inc. VAT) towards the costs of managing, administering and evaluating the pilot crowdfunding programme).

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Summary Assessment of Strategic Initiative for Committee Decision

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

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

MEETING: 24/11/2016

Ref: 13505

ASSESSMENT CATEGORY - English for Speakers of Other Languages

BritSom

Adv: Sandra Davidson

Base: Barnet

Amount requested: £59,380

Benefit: Barnet & Surrounding areas

Amount recommended: £59,400

The Charity

BritSom was established in 2008 and aims to support disadvantaged Somalis and other Black, Minority, Ethnic and Refugee (BMER) communities of all ages in Barnet and neighbouring boroughs. With over 400 members registered with the charity, it offers a range of services for children and their families; older people; and newly-arrived communities. BritSom operates from the Eversfield Centre in the heart of Barnet and its principal aims are to promote health and wellbeing and encourage support members to play an active role in the wider community.

The Application

BritSom is seeking three years funding to meet the cost of providing ESOL classes to Entry-level and Level 1 standard for local women with school aged children. Classes are designed for recent arrivals and asylum seekers to encourage greater involvement and access to mainstream services.

The Recommendation

BritSom is firmly established in the London Borough of Barnet, with a proven track record of working with women from all cultural backgrounds. It has a strong commitment to engaging a wide range of communities by providing high quality services accessible to those from all backgrounds and ages. The organisation has a history of providing ESOL classes, and these were previously supported by the North London Community Foundation, Lloyds Bank Foundation and the Mercers' Company. This proposal will enable the charity to offer ESOL classes to Entry-Level and Level 1 during term time, with each participant able to have 4 hours tuition per week. All tutors will be suitably qualified.

£59,400 over three years (£19,600; £19,800; £20,000) for the employment of a part-time Women's Support Worker (15hpw) and for the costs of delivering ESOL Classes to Entry-level and Level 1 standard.

Funding History

Meeting Date	Decision
12/03/2015	Organisation appears to have no track record in mental health work, whilst the annual grant as requested would exceed 50% of turnover

Background and detail of proposal

The London Borough of Barnet has large numbers of people for whom English is not their first language. BritSom has run ESOL classes for a number of years providing culturally specific learning and development opportunities for women, many of whom are vulnerable and isolated. Most of the organisation's clients live in poorer wards in

the Borough with high levels of social housing and crime; particularly along the A5 corridor. The most recent population projections indicate that the number of BMER communities is set to increase from 38.7 to 43.6% of the total Barnet population. The request includes the recruitment of a Women's Support Worker to ensure the smooth running of the ESOL programme to help engage women who are not accessing mainstream services and activities. The majority of the participants will be newly-arrived refugees. The project will help improve women's language skills and increase their confidence to participate in the wider community. This proposal will build on the successful Family Learning Support programme funded by the Big Lottery and BBC Children in Need.

Financial Information

Forecast income in the current year is £121,700 of which £118,700 (97.5%) is confirmed as at 24th October 2016. The cost of generating funds is reported as nil due to Board Members undertaking the fundraising. The charity has advised that such costs will be classified appropriately in future. The Trustees recognise the need to generate increased income to build up unrestricted free reserves. Future plans include introducing membership fees and working more closely with local stakeholders.

Year end at 31 March	2015/16 Independent Examination	2016/17 Forecast
Income and Expenditure	£	£
Income	95,806	121,700
Expenditure	78,072	121,700
Unrestricted Funds Surplus / (Deficit)	0	0
Restricted Funds Surplus / (Deficit)	17,734	0
Total Surplus / (Deficit)	17,734	0
Surplus / (Deficit) as a % of turnover	18.5%	0
CoGF (% of income)	0	0
Free unrestricted reserves		
Unrestricted free reserves at Year End	16,000	16,000
Months' worth of expenditure	2.46	1.57
Reserves Policy target	16,000	16,000
3 months' worth of operating running expenditure	3	3
Free reserves over/(under) target	0	0

MEETING: 24/11/2016

Ref: 13549

ASSESSMENT CATEGORY - English for Speakers of Other Languages

Kings Cross - Brunswick Neighbourhood Association

Adv: Tania Bronstein

Base: Camden

Amount requested: £105,005

Benefit: Camden

Amount recommended: £81,200

The Charity

Kings Cross Brunswick Neighbourhood Association (KCBNA) is a local charity run by local people delivering services for people of all ages in the Kings Cross and Brunswick wards of London Borough of Camden. Its activities, run from three community centres, include: a large youth and sports programme; day services for older people; dedicated projects for the local BME population; a healthy living centre and community gym; advice services; and community safety initiatives and local festivals.

The Application:

KCBNA seeks a three-year grant to run four weekly ESOL courses per year, each lasting 35 weeks and delivered by qualified tutors from Working Men's College and Mary Ward Centre at KCBNA's venues. The courses target economically inactive Somali and Bangladeshi women with no or very poor command of English and low skill levels and include: ESOL Speaking and Listening, "ESOL with Sewing", "ESOL with Hand Stitching", "and ESOL Entry Level 1. The request covers salaries and running costs of recruiting and supporting 180 learners, including their progression to further education, training and income generation opportunities.

The Recommendation:

KCBNA has a solid track record of engaging with Bangladeshi and Somali women, which are groups that most local agencies find exceedingly "hard to reach". This ESOL programme is creatively interwoven with skills learning and is an essential part of a wider portfolio of services to support the local BME population to break out of cycles of poverty and disadvantage. As some aspects of this portfolio are beyond the remit of your funding programme, and classes would run for part, but not for the whole year, the level of recommended grant has been adjusted.

£81,200 over three years (£26,700; £27,000; £27,500) towards salary (0.5 FTE) and associated costs of providing ESOL classes.

Funding History

Meeting Date	Decision
01/02/2007	£100,000 to provide full disabled access in a community centre

Background and detail of proposal

Kings Cross and adjacent areas south of Euston Road are home to an ethnically diverse community of some 16,000 people, of whom 51% were born outside the UK, two thirds live in social housing, and a high proportion are economically inactive or unemployed (53% and 48% of people aged 16+ in Kings Cross and Bloomsbury respectively). The area has a long-established Bangladeshi community and large numbers of Somali single parent families. Women in these communities share

common obstacles to integration. These include low levels of education and skills, poor literacy in their own language and isolated lifestyles with limited contact with people outside the immediate family. These issues combined make it hard for them to have confidence or know-how to enrol in an English language course.

KCBNA uses an approach that builds trusting relationships with women who call upon the charity for help over issues such as translating a letter from their GP or children's school, and which encourages and supports them to leave their homes to take part in community activities, enrol in ESOL classes, learn skills to earn a living and independently navigate the system. This help extends to supporting individual ESOL course completers to attend local colleges to further their language learning or vocational aspirations and/or their plans to pursue gainful occupation or employment. There is evidence to infer that this customized supportive approach yields results, as former basic ESOL learners have moved on to pursue the opportunities above.

Financial observations

Forecast income in 2016/17 is £535,762, of which £431,215 (80.5%) was secured as of 20 October 2016. The charity enjoys good financial health and has been successful in raising charitable funds to sustain activity levels further to reduced grant income from LB Camden (which in 2011/12 provided a third of the annual income). The Council will charge 65% of the commercial rent for the three premises used by KCBNA (currently rent-free) from April 2017. The charity advises that it is holding free reserves above the policy target to make provision for these forthcoming charges.

The cost of generating funds is not reported in the annual accounts. The figure below has been estimated on the basis of staff time spent preparing funding applications and managing hire of space. The charity has given assurances that accounts for 2015/16, currently in draft form, will meet reporting requirements in full.

Year end at 31 March	2014/15 Externally Examined Accounts	2015/16 Draft Accounts	2016/17 Current Year Forecast
Income and Expenditure	£	£	£
Income	585,174	623,732	535,762
Expenditure	559,139	595,557	548,068
Unrestricted Funds Surplus / (Deficit)	15,647	42,538	(12,306)
Restricted Funds Surplus / (Deficit)	10,388	(14,363)	(19,333)
Total Surplus / (Deficit)	26,035	28,175	(31,639)
Surplus / (Deficit) as a % of turnover	4.4%	4.5%	5.9 %
Cost of Generating funds (% of income)			27,763 (5.1%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	279,974	322,512	310,206
How many months' worth of expenditure	6	6.5	6.8
Reserves Policy target	279,569	297,780	274,034
How many months' worth of expenditure	6	6	6
Free reserves over/(under) target	405	24,732	36,172

MEETING: 24/11/2016

Ref: 13524

ASSESSMENT CATEGORY - Improving London's Environment

CREATE London

Adv: Jack Joslin

Base: City

Benefit: Barking & Dagenham

Amount requested: £92,205

{Revised Request: £104,900}

Amount recommended: £42,400

The Charity

CREATE London exists to explore how artists can contribute to the lives of people in cities. Through creative projects they contribute to east London's on-going regeneration by delivering projects in and with communities. They work closely with partners and are currently delivering programmes in collaboration with the London Boroughs of Barking and Dagenham, Newham, Hackney, Haringey, Tower Hamlets and Waltham Forest.

The Application

The charity is looking for your support to develop a 2 year growing programme that intends to work with the local community in the London Borough of Barking and Dagenham. This application is split into two projects, the first will work with residents of the Becontree estate to develop greening initiatives in the garden of the White House, a community Art project run by CREATE London. The second project is to allow a local Community Interest Company (Company Drinks) to develop its provision at Barking Bowling Pavilion which will focus on working with the local community on growing projects and also develop its community drinks programme. Your funding is being requested to fund the Coordinator costs and associated project costs over two years, in both sites, in order to encourage local people to grow their own food, herbs and other produce and to develop skills that they can use in their own homes.

The Recommendation

Your funding has been sought to support two projects both taking place in Barking and Dagenham. The first project is to develop a community garden at the White House in the centre of the Becontree Estate. This programme will work with the community to develop greening initiatives and fits well under the priorities for your Improving London's Environment programme. The second part of the request is for a local CIC called Company Drinks to deliver a programme with residents at the Barking Bowling Pavilion. This however falls out of your eligibility criteria as it would involve passing your funding on to another organisation. During the assessment the organisation revised its budget which has been included as Appendix A in the application pack. A reduction in the grant size was also deemed appropriate at assessment as your officer noted the generous salary package of the senior management. Funding is proposed for the White House Garden Project as follows:

£42,400 over two years (£25,900, £16,500) for the salary of the part-time (14hpw) White House Garden Coordinator, planting initiatives, volunteer expenses and associated project costs for work at the White House.

Funding History

Meeting Date	Decision
25/09/2014	Application withdrawn
18/04/2013	£75,000 towards the volunteering costs of supporting CREATE's involvement in arts activities in Queen Elizabeth Park and other commissions in East London.

Background and detail of proposal

The White House is a 16th Century farm house building that sits in the middle of the Becontree estate. CREATE London took over the building from the local authority 3 years ago and have transformed the space into a community arts space. Artists do residencies at the property and engage with the local community through a variety of projects designed to improve cultural engagement. This programme is looking to develop the garden space at the white house and engage the local community in growing and greening initiatives that reflect the history of the area.

During assessment it became clear to your officer that the second part of this project would not be delivered by CREATE London but by one of its partners in Barking and Dagenham (Company Drinks CIC). This falls outside your criteria as your funds would be passed to another organisation, which would make it ineligible.

Financial Information

Forecast income in the current year to 31 March 2017 is £1,362,177 of which £1,290,177 (95%) is confirmed by October 2016. The organisation has seen rapid growth over the last 4 years and they expect to increase their services further over the coming years. The increase in their Cost of Generating funds for the year ended March 2017 reflects this increase in fundraising activity.

Year end at 31 March	Notes	2014/15 Audited Accounts £	2015/16 Draft Accounts £	2016/17 Next Year Forecast £
Income and Expenditure				
Income		844,099	1,286,062	1,362,177
Expenditure		1,024,316	1,087,632	1,331,766
Unrestricted Funds Surplus / (Deficit)		44,516	41,327	72,000
Restricted Funds Surplus / (Deficit)		(224,733)	157,103	(41,589)
Total Surplus / (Deficit)		(180,217)	198,430	30,411
Surplus / (Deficit) as a % of turnover		(21.4%)	15.4%	2.2%
Cost of Generating funds (% of income)		73,030 (8.7%)	53,113 (4.1%)	130,221 (9.6%)
Free unrestricted reserves				
Unrestricted free reserves held at Year End		79,428	98,145	170,145
How many months' worth of expenditure		0.93	1.08	1.53
Reserves Policy target		150,000	150,000	150,000
How many months' worth of core operating expenditure		6	6	6
Free reserves over/(under) target		(70,572)	(51,855)	20,145

MEETING: 24/11/2016

Ref: 13045

ASSESSMENT CATEGORY - Improving London's Environment

Forest School Harrow

Adv: Tim Wilson

Amount requested: £72,000

Base: Harrow

Benefit: Harrow

Amount recommended: £36,000

The Charity

Based in the old, and now overgrown, gardens of All Saints Church in Stanmore, Forest School Harrow (FSH) opened in 2012 following a programme of ground restoration by a group of local volunteers. Today FSH offers a range of natural learning activities to mainly primary school children. The outdoor space is available for six half days per week for groups of up to 15 children, many of whom are chosen by their schools due to additional needs such as learning difficulties. Apart from the value of the natural learning available, FSH activities are also designed to help build confidence and self-esteem as well as closing the attainment gap of the participant children. Many of the volunteers involved in FSH are qualified teachers.

The Application

FSH wishes to expand its current capacity through the work of a paid Manager. This post holder will update the learning materials provided by FSH, prepare a business plan with recommendations for fees, engage more schools and local voluntary groups with the space, oversee weekend provision, and look to expand the current site by bringing currently disused areas into use. In time, FSH would like to extend its reach beyond Harrow and engage children in neighbouring boroughs. It hopes to make more regular use of its facilities, but is currently constrained from doing so by limited staff capacity.

The Recommendation

The proposed funding will help to give FSH valuable 'breathing space' in which it can plan for the future. Given the charity's current turnover and board capacity, a lower recommendation for a part-time position is proposed to Committee and your officer has discussed this with FSH trustees who are in agreement. Funding is advised as follows:

£36,000 over three years (3 x £12,000) towards the costs of a Manager for Forest School Harrow. Funding will cover 0.5 FTE. The award to be subject to the following conditions:

- ***The Manager should be employed by the charity rather than any third party organisation***
- ***The charity should recruit a suitably qualified treasurer to its board***
- ***The charity's constitution should be updated to include an appropriate dissolution clause***

Funding History

Meeting Date	Decision
23/09/2015	Following receipt of a three year grant from another major funder the charity withdrew its application in order to update its plans.

Background and detail of proposal

FSH courses typically run for five to ten weeks with children attending from local schools, pupil referral units, or voluntary groups. Much of the work is dependent on volunteers who provide delivery of workshop services with children as well as oversight through their role as trustees. Whilst the charity currently has part time tutors, it does not have management capacity and consequently very little capacity to plan for the future. FSH believes there is much wider interest in the services it offers, and that it will be possible to attract a greater number of participants to the site if it can raise awareness of current facilities. It also wishes to generate more revenue through running activities at the weekend and reviewing its pricing policies. Much of the proposed work will build on pilots already run by FSH, so the plans appear achievable.

Financial Information

At 21st October 2016 the charity had confirmed £36,000 (69.1%) of its forecast income for 2016-17. Relatively recently established and only latterly raising funds from Trusts and Foundations, the table below shows significant variation in turnover rather than sustained growth. FSH ended 2014-15 with free reserves substantially over the trustees' own target, and used half of this to cover running costs in the following year. Whilst the charity expects to end 2016-17 with free reserves above current target, your officer has discussed the value of setting a policy based on number of months' expenditure rather than a fixed amount (as FSH currently does). The expected position of £9,599 is equivalent to 2.24 months' worth of expenditure which appears reasonable. The 2016-17 forecast shown in the table does not include any expected grant from City Bridge Trust, nor the related expenditure.

Year end at 31 July	2014-15 Independently Examined	2015-16 Draft	2016-17 Forecast
	£	£	£
Income and Expenditure			
Income	64,970	24,613	52,110
Expenditure	29,044	59,846	51,440
Unrestricted Funds Surplus / (Deficit)	(4,479)	(11,868)	1,570
Restricted Funds Surplus / (Deficit)	40,405	(23,365)	(900)
Total Surplus / (Deficit)	35,926	(35,233)	670
Surplus / (Deficit) as a % of turnover	55.3%	(143.18%)	1.3%
Cost of Generating funds (% of income)	2,307 (3.6%)	3,615 (14.7%)	4,000 (7.7%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	19,897	8,029	9,599
How many months' worth of expenditure	8.2	1.6	2.2
Reserves Policy target	6,000	6,000	6,000
How many months' worth of expenditure	2.5	1.2	1.4
Free reserves over/(under) target	13,897	2,029	3,599

MEETING: 24/11/2016

Ref: 13217

ASSESSMENT CATEGORY - Improving London's Environment

Somerset House Trust

Adv: Tim Wilson

Base: Westminster

Amount requested: £96,250

Benefit: London-wide

Amount recommended: £91,000

The Charity

Members will need little introduction to Somerset House. First built as a palace for Princess Elizabeth Tudor's Lord Protector, in time the property passed to the Crown. It ceased to be a royal residence in the seventeenth century before falling into disrepair and was eventually demolished in 1775. Shortly after, today's neo-classical building was constructed, and this has had various tenants, notably the Admiralty and the Inland Revenue. In 1997 the Somerset House Trust (SHT) was established to maintain the site and to create a vibrant cultural centre. In 2014, SHT acquired the space earlier vacated by the Inland Revenue and embarked on an ambitious programme to attract much larger audiences to Somerset House's various buildings and courtyards. SHT is an independent charity with no public funding.

The Application

2016 marks the 500th anniversary of the publication of Thomas More's *Utopia*. Together with its neighbours the Courtauld Gallery and King's College, SHT has begun a series of exhibitions, performances and workshops encouraging audiences to consider different ways of living. This work will continue in 2017, and includes *Edible Utopia*, an initiative looking at how people can be encouraged to produce food. The work is a reference to the kitchen gardens which formed part of the palace.

Edible Utopia has three elements of which the Trust is asked to support the second. *Growing* involves the construction and planting of garden spaces; *participation* is the act of engagement with food production; and *feasting* is the bringing together of programme participants to celebrate what has been grown. Whilst the 3 million informal visitors Somerset House attracts each year will have the opportunity to learn from the growing activities through a lecture programme, the focus of the *participation* strand is the engagement of a range of charities and community groups whose clients will spend time cultivating the site. These include Coram, St Mungo's and the Southwark Day Centre for Asylum Seekers. There will be a particular emphasis on engaging those who would not otherwise access outdoor education opportunities. The request included sums for work that was outside the Trust's priorities, and a slightly lower amount is recommended as follows:

£91,000 over three years (£34,000; £28,500; £28,500) towards the costs of Somerset House Trust's Edible Utopia programme, with funds covering 1.5 days p/w of an Outreach Manager, volunteer expenses, the production of education materials and a small capital sum towards a new potting shed.

Funding History

Meeting Date	Decision
14/07/2016	A request for an access audit which was subsequently withdrawn and covered through self-funding.
18/04/2002	An application rejected for failing to meet the Trust's priorities.

Background and detail of proposal

The Grade 1 listing of Somerset House requires growing be done with sensitivity to the site's heritage. SHT has worked with partners to identify suitable space where significant growing can take place without disturbing the flow of pedestrian traffic through the courtyards and to make use of the food waste arising from the site's cafes and restaurants. Planters will be in situ before the end of 2016, and the participatory growing work begin in April with the involvement of schools and community groups whose engagement will be overseen by the Outreach Manager.

SHT plans to make the growing activities a permanent part of its work and to engage as wide a range of groups as possible. The offer to participants will be flexible to allow those who are travelling greater distances more occasional engagement whilst those based closest to the site will be encouraged to return regularly. A wider programme of talks, screenings and events will engage the wider public and encourage people to drop in on the scheme. Given that activities will take place in visible locations, SHT intend to use this as a high-profile scheme that engages as wide an audience as possible on the merits of city food production.

Financial Information

At 2nd November the charity advised it had confirmed £10,910,253 of its 2016-17 income (76.1%).

SHT's reserves policy target for 2014-15 was to hold cash balances (excluding debt) equivalent to at least 2 months average annual revenue expenditure (excluding depreciation and amortisation). In 2015-16 the Trustees have revised their policy by adopting a risk based approach and as a result of this set a target level of £500,000. SHT justify what appears to be a low level through the fact that they generate operating surpluses each year (before the charge of significant depreciation and amortisation). Depreciation and amortisation charged in 2014-15 was almost £3 million without which SHT would show a reasonable surplus. The Trustees have agreed a plan to deliver the required level of surpluses to achieve the target level of reserves by March 2019. In particular it is anticipated that capital related spend will decrease given the significant capital projects that have been and are being undertaken. SHT's balance sheet despite the negative reserves position is strong including £101 million of net assets represented by unrestricted funds in the 2015-16 draft accounts, including £1.7million net current assets.

The table shows SHT's cost of generating funds falling from £2,415,004 in 2014-15 to £230,885 in 2015-16. This results from reclassifications of income and expenditure arising under compliance with Charity SORP (FRS102) rather than any change in its fundraising practice. The 2015 -16 draft accounts restate the 2014-15 cost of generating funds to £147,053. Costs previously included within costs of generating funds have been deemed to be charitable activities e.g rental costs. If classifications had remained in line with the prior year, the cost of generating funds figure for 2015 -16 would be £2,142,029.

SHT have confirmed that they expect the 2015-16 draft accounts to be signed off by the auditors on 17 November with an unqualified audit opinion.

Year end at 31 March	2014-15 Audited	2015-16 Draft	2016-17 Forecast
Income and Expenditure	£	£	£
Income	12,910,886	14,666,475	14,338,428
Expenditure	13,894,604	15,521,446	16,151,606
Unrestricted Funds Surplus / (Deficit)	(1,006,753)*	(1,235,796)	(1,830,177))
Restricted Funds Surplus / (Deficit)	23,035	380,825	16,999
Total Surplus / (Deficit)	(983,718)	(854,971)	(1,813,178)
Surplus / (Deficit) as a % of turnover	(7.6%)	(5.8%)	(12.6%)
Cost of Generating funds (% of income)	2,415,004 (18.7%)	230,885 (1.6%)	358,701 (2.5%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	835,691	(936,052)	(859,380)
How many months' worth of expenditure	0.7	(0.72)	(0.6)
Reserves Policy target	> 2,315,167	500,000	500,000
How many months' worth of expenditure	> 2.0	0.39	0.37
Free reserves over/(under) target	(1,479,476)	(1,436,052)	(1,359,380)

*Excludes gains on revaluation of fixed assets of £5.8million.

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MEETING: 24/11/2016

Ref: 13467

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

EACH Counselling and Support

Adv: Shegufta Rahman

Base: Ealing

Benefit: Brent

Amount requested: £169,390

Amount recommended: £153,200

The Charity

EACH Counselling and Support (EACH) was set up 23 years ago to meet the needs of the Asian community in Hounslow tackling alcohol dependency. Over the years, it has developed counselling and support services on alcohol, drugs, mental health and domestic violence. Operating across a number of boroughs in West London, the organisation believes that through its provision of inclusive services, individuals and families from diverse communities are able to empower themselves to tackle these issues.

The Application

EACH is seeking funding to establish and deliver *Connect and Change for Better Health*; a culturally appropriate mental health counselling and support project in Brent. Specifically targeting Asian, Tamil, African-Caribbean and Somali people, the project will aim to improve their mental health and achieve long-term recovery from the impact of trauma on their health and well-being, depression and isolation.

The Recommendation

In the context of significant reductions in funding, EACH has demonstrated resilience and a track record of operating through such difficult times by continuing to support beneficiaries across a number of West London boroughs. The amount advised is at a reduced level as the original request included disproportionately high overhead costs.

£153,200 over three years (£50,600, £49,700, £52,900) for the full-time salary of the BME Outreach and Engagement Community Worker and associated project costs for the Connect and Change for Better Health project.

Funding History

None

Background and detail of proposal

Brent is in the top 15% of most deprived areas (Indices of Multiple Deprivation, 2015) and mental health remains the largest cause of morbidity in the borough with a quarter of all adults affected by this issue at some point (Brent CCG Mental Health Board papers, 2016). Although mental health is set as a priority in the Brent Joint Strategic Needs Assessment 2014/15, there is a gap in the borough for specialist counselling and support services for the African-Caribbean community, and in Somali, South Asian and Tamil languages to address specific needs on depression, anxiety and trauma.

The current statutory provision to address mental health is through the Improving Access to Psychological Therapies (IAPT) service delivered by the NHS. However, current data highlights the lack of access and engagement by BMEs (Brent CCG led

IAPT service procurement workshop, November 2015). EACH consulted with stakeholders such as GPs, social services and community groups, who all indicated that this was due to a lack of cultural understanding, language barriers, and the short-term nature of the IAPT services.

In late 2015, the charity conducted a service user survey with over 100 respondents. This survey highlighted the need for and value of counselling and therapeutic support offered in key languages within community settings to enable BME people to recover from the impact of mental health and to find the solutions that will help them to sustain long term health benefits. The survey also stressed the need for support to help beneficiaries engage with each other through social activities and be able to self-manage. Through the charity's experience working in Harrow and Hillingdon, BME individuals are more likely to experience social disadvantage such as unemployment, poorer housing, ill health, but also experience difficulties in seeking help due to language, stigma and cultural/religious issues. These difficulties are compounded by a lack of understanding of mental health; often seeking advice and help from religious leaders in the first instance, before subsequently presenting in crisis and requiring supervised medication with intensive support.

Financial Information

Forecast income in the current year is £1,188,073 of which £964,204 (81 %) is confirmed as at October 2016.

The charity's actual reserves policy is a target of 3 months of operational costs which are included in the table below. The organisation ended 2015/16 with £357,858 in designated funds, up from £148,064 at the end of 2014/15. However, the charity advises that this will be spent down over 2016/17, 2017/18 and 2018/19 primarily on specific projects, strategic developments and premises costs.

The cost of generating funds was reported as nil in 2014/15 and 2015/16 accounts due to relevant staff time and overheads not being apportioned to this category of spend. The charity has advised that such costs will be classified appropriately in future and the 2016/17 forecast figures have been amended to include these.

Year end at 31 March	2014/2015 Audited Accounts	2015/2016 Audited Accounts	2016/2017 Forecast
Income and Expenditure	£	£	£
Income	2,080,936	1,396,026	1,188,073
Expenditure	2,034,161	1,370,452	1,184,823
Unrestricted Funds Surplus / (Deficit)	55,206	25,574	3,250
Restricted Funds Surplus / (Deficit)	(8,431)	0	0
Total Surplus / (Deficit)	46,775	25,574	3,250
Surplus / (Deficit) as a % of turnover	2.2%	1.8%	0.27%
Cost of Generating funds (% of income)	0	0	5,750 (0.4%)
Free unrestricted reserves			
Unrestricted free reserves at Year End	486,177	304,636	307,886
How many months' worth of expenditure	2.87	2.67	3.12
Reserves Policy target	508,000	340,000	309,000
How many months' worth of expenditure	3	3	3
Free reserves over/(under) target	(21,823)	(35,364)	(1,114)

MEETING: 24/11/2016

Ref: 13492

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Hestia Housing & Support

Adv: Julia Mirkin

Amount requested: £99,030

Base: Southwark

Benefit: Westminster

Amount recommended: £99,000

The Charlty

Hestia Housing and Support (HHS) offers vulnerable people accommodation in the form of registered care homes and supported housing; it also offers complementary services to help vulnerable people settle back to independent and healthy living. A broad range of vulnerable people are supported, including the elderly; sufferers of human trafficking; sufferers of mental ill-health; homeless people; beneficiaries with learning disabilities and people affected by domestic violence, the focus of this application. HHS's mission is to deliver high quality and empowering housing, support, protection and care services for vulnerable people.

The Application

Specialist support services for the survivors of domestic abuse through the funding of a Children and Family Worker.

The Recommendation

HHS has accreditation from the Mentoring and Befriending Foundation and an *Investors in Volunteers* quality mark. It is a member of the Domestic Violence Coordinators Network and has delivered domestic abuse services for 14 years.

£99,000 over three years (3 x £33,000) for the full-time salary of a Children and Family Worker at the Westminster refuge.

Funding History

Meeting Date	Decision
18/04/2013	£50,000 over 3 years towards the salaries of a p/t GP ReConnect Co-ordinator and a p/t Volunteering Development Manager and on costs. <i>NB. This grant was revoked as match-funding wasn't raised and a similar service was introduced by Age UK in the area.</i>
06/09/2007	£45,000 over one year for a salary and associated running costs for a support service for children affected by domestic violence.

Background and detail of proposal

HHS is the largest provider of domestic abuse services in London. It runs 39 services across 14 boroughs and supported more than 4,000 women and children who were victims of domestic violence in 14-15, 92% of which reported an improvement to their physical health and well-being following engagement with HHS.

HHS offers dedicated safe houses and emotional support for sufferers of domestic violence. Each child is assessed on arrival and progress is reviewed at three month intervals. HHS's Children and Family Workers focus primarily on the welfare of children (0-17 years), including their physical, mental, emotional and developmental wellbeing and health. Children are supported directly through fortnightly one-to-one sessions, incorporating Mindfulness and CBT-informed approaches. Twice weekly age-appropriate group therapy - involving art, music and movement – approaches, proven to be particularly effective with this user group, is also delivered. Workers adopt a 'family approach', allowing mothers to build their confidence and improve

their parenting skills; and through which, the bond between mother and child is repaired. The support is 'person-centred', meaning that it is tailored to each child and their mother's needs.

Evidence of the detrimental impact on the health and behaviour of children who witness domestic violence is provided by a number of sources: Milner's report: 'Recognising Children and Young People living in the context of domestic violence' (2010) found that the majority of children who witness or experience domestic abuse are more likely to present either 'internalised' expressions, such as depression, or 'externalised' behaviours, such as, aggression; The NSPCC report, 'All Babies Count: prevention and protection for vulnerable babies' (2011) states that witnessing physical violence can be associated with higher levels of delinquent behaviour; Finally, the NHS England report 'Future in Mind' (2015), states that "75% of mental health problems in adult life (excluding dementia) start by the age of 18".

Financial Information

HHS's draft accounts for 15-16 show an increase in income compared to the previous year of £2.14m (9.9%). Draft accounts for 15-16 attribute this to the delivery of new services and increased charges to service users that were in line with inflation. Projections for 16-17 indicate that this increased level of income is likely to remain stable during the next year.

HHS holds a large proportion of its reserves in the form of investments: draft accounts for 15-16 show that total funds stood at £11.3m, of which £2.15m was represented by fixed assets and £8.1m was held in investments. 2.2% of these investments are held in cash (£178k) but the remaining balance can, if necessary, be liquidated quickly, a sizable amount within 24 hours. The investment policy changed in 15-16 to a risk-based approach but remains a long term-approach to investment management with a view to maximising returns to fund future operations. The reserves policy targets, stated below, have been provided by the Charity.

Traditionally, local government contracts have accounted for approximately 60% of HHS's income. In response to reductions in statutory funding, HHS has restructured its services and expanded its fundraising activity. As of 19/10/16, HHS had secured £22,772,697 (96.9%) of budgeted income.

Year end at 31 March	14/15 Audited	15/16 Draft Accounts	16/17 Forecast
Income and Expenditure	£	£	£
Income	21,565,721	23,708,527	23,507,067
Expenditure	21,458,774	23,654,469	23,445,655
Net Gains/ (losses on investments)	596,268	(256,713)	Diff to predict
Actuarial losses – pension scheme	(138,000)	156,000	Diff to predict
Unrestricted Funds Surplus / (Deficit)	483,444	(222,449)	80,752
Restricted Funds Surplus / (Deficit)	81,771	175,794	(19,340)
Total Surplus / (Deficit)	565,215	(46,655)	61,412
Surplus / (Deficit) as a % of turnover	2.6%	(0.19%)	0.26
Cost of Generating funds (% of income)	114,819 (0.5%)	304,865 (1.2%)	220,000 (0.9%)
Unrestricted free reserves held at Year End	6,164,734	6,053,244	6,133,996
How many months' worth of expenditure	3.45	3.07	3.14
Reserves Policy target	7,125,000	7,750,000	6,500,000
How many months' worth of expenditure	*	*	**
Free reserves over/(under) target	(960,266)	(1,696,756)	(366,004)

*Reserves target provided by the applicant for the respective years.

**Risk based approach used from 2015/16 and reviewed annually. In 2014/15 based on 6 months 'operating' costs. 6 months of expenditure would have been £10.7million and in 2015/16 £11.8million.

MEETING: 24/11/2016

Ref: 13542

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

PAC-UK

Adv: Tania Bronstein
Base: Camden
Benefit: London-wide

Amount requested: £122,629
{Revised request: £105,901}
Amount recommended: £106,000

The Charity

PAC-UK became the UK's largest specialist adoption agency following a merger of PAC (London) and After Adoption Yorkshire in 2014. From bases in London and Leeds PAC-UK supports children, young people and adults placed, about to be placed, or who were placed in adoption and other forms of permanent care, as well as their birth and adopted parents, carers and their families. Services include: therapeutic and counselling interventions; an advice line; a service to support adopted and permanently placed children in schools; and training programmes for parents, carers and professionals.

The Application:

PAC-UK has seen a surge of demand for services since the Adoption Support Fund (ASF) was introduced in 2015 to meet the costs of therapeutic support for adopted children, young people and their families and carers in England. The charity needs to increase the number of frontline counsellors/therapists to address this demand, but its staff structure is inadequate to appropriately manage growing teams and caseloads. PAC-UK originally applied for a two-year grant for the wages of two new managerial posts in London, one for its Children & Families service, another for its Adults service. Since informing PAC-UK of what the Trust can consider in keeping with your guidelines (as set out below), the charity is now requesting a three-year grant for one post only.

The Recommendation:

Extra capacity would help in sustaining the quality of therapeutic services (rated as "outstanding" by Ofsted), and support PAC-UK in scaling up its successful model. Although PAC-UK's Adults Team also helps some young people in their own right (i.e not as part of the family unit), you fund up to one salary post per grant. Therefore funding for work with children and families at a level reflective of the London benefit (80% of the London office users), as is sought now, is advised.

£106,000 over three years (£34,800; £35,300; 35,900) towards 80% of the inclusive salary costs of a Children & Families Practice Manager.

Funding History

In November 2008 you awarded £50,000 over three years for a Child & Family Services Co-ordinator.

Background and detail of proposal

The impact of adopted children's early experiences (often including loss, trauma, neglect or abuse) can last a lifetime, and also affect their adoptive families. Since 2015, families with children up to the age of 21 (or 25 with SEN or an education & care plan) can apply to the ASF for funds for therapy from a variety of providers via local authorities. This new pool of funding (£21 million in 2016 and available until

2020) has more than doubled demand for intensive therapy for children and families at PAC-UK's London office, over and above services delivered under contracts with 30 local authorities (22 in London and 8 in the Southeast). PAC-UK plans to recruit more therapists to address this demand and meet their costs with fees for services paid by the ASF, and it has sensibly decided to first create a new layer of management to appropriately support frontline practitioners. It is expected that over time, earnings from a higher volume of services would absorb the costs of the managerial post.

Financial Observations

Forecast income in 2016/17 is £2,123,372, of which £1,641,445 (77%) was secured as of 31 August 2016. PAC-UK earns 83% of its income from delivering charitable activities. Under the Charities SORP, the cost of generating this type of income does not belong to "costs of generating funds" hence costs under this heading are low.

The free reserves position below arises as the result of the charity taking up a unique opportunity to purchase a property next to another already owned in 2011/12, which was financed with reserves (then above the policy target) and a bank loan. Following a merger in 2014/15, expenditure doubled, and therefore the size of the target reserves doubled too. Trustees are committed to rebuild reserves, and the charity has been generating unrestricted surpluses (post loan repayments) since the merger, although if these remain at current levels, closing the gap going forward might take time. However, unlike most applicants to the Trust that rely on unpredictable income and for which the availability of free reserves is the key indicator of viability, this charity has more reliable income via service level agreements with 42 authorities, renewed every 3 years or yearly, and income from spot contracts. Given the business model, the key concern is management of working capital, and the accounts show yearly rises in (unrestricted) net current assets and sizable deferred income turned around in the following year.

There is potential for business growth beyond the scope of the ASF. Plans to set up regional adoption agencies by the end of this Parliament would enable PAC-UK (which is recognised as a leader in its field) to bid for large regional contracts.

Year end at 31 March	2014/15 Audited Accounts	2015/16 Draft Accounts	2016/17 Current Year Forecast
	£	£	£
Income and Expenditure			
Income	1,513,123	2,154,677	2,123,372
Expenditure	1,492,839	2,128,047	2,084,415
Unrestricted Funds Surplus / (Deficit)	43,650	36,780	38,957
Restricted Funds Surplus / (Deficit)	(23,366)	(10,150)	-
Total Surplus / (Deficit)	20,284	26,630	38,957
Surplus / (Deficit) as a % of turnover	1.3%	1.2%	1.8%
Cost of Generating funds (% of income)	3,469 (0.22%)	16,566 (0.8%)	21,521 (1%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	135,383	182,807	223,879
How many months' worth of expenditure	1.1	1.0	1.3
Reserves Policy target	373,209	532,011	521,103
How many months' worth of expenditure	3	3	3
Free reserves over/(under) target	(237,826)	(349,204)	(297,224)

MEETING: 24/11/2016

Ref: 13367

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Place2Be

Adv: Jemma Grieve Combes

Amount requested: £148,073

Base: Islington

{Revised request: £159,686}

Benefit: Brent, Ealing

Amount recommended: £159,690

The Charity

Place2Be is a children's mental health charity that provides school-based emotional and therapeutic support. Established in 1994, the organisation has pioneered a whole school approach including a suite of services to support children, teachers and parents/carers. Services are based permanently within each school, which allows them to become part of the school community. Place2Be currently works with 257 schools nationwide with the support of 1200 volunteers. The charity also provides training and accredited qualifications for professionals working with children.

The Application

This application is to support Place2Be's existing emotional support services in 32 schools in Ealing and Barnet over three years. Your funding is requested for the salary of the Service Manager who has overall responsibility for all services in Ealing and Barnet including ensuring clinical excellence, maintaining relationships with schools, recruitment of staff and clinical supervision of staff.

The Recommendation

Place2Be's work is grounded in evidence to ensure they 'do no harm' and shows impressive results: following support, 80% of children show improved wellbeing, 68% are less of a burden on their teacher and 80% show an improvement in friendships.

The organisation has seen significant growth over the last few years and is now seeking to consolidate its work to ensure continued clinical excellence. In line with this growth the organisation has invested in IT systems and recruited a trustee with specialist legal knowledge. The charity is also looking at premises options to better accommodate the central staff team and training facilities.

The total cost of the project is £3.6m, 85% of which has been raised including the expected contribution from schools. If you award the grant recommended today, a small gap in funding will remain for each year of the project. The organisation would cover this from its unrestricted free reserves if further fundraising is unsuccessful. The organisation increased its request slightly following an internal salary review.

£159,690 over three years (£51,920; £53,220; £54,550) towards the full time salary (36 hrs/wk) of the Barnet and Ealing Service Manager.

Funding History

Meeting Date	Decision
10/09/2009	£111,000 over three years (£35,000, £37,000, £39,000) towards salary costs of a London Development Manager supporting and expanding mental health services for children in London.

Background and detail of proposal

According to Government research, 1 in 5 children aged between 5 and 16 have a mental health problem. Without support, these problems can result in negative outcomes such as children being taken into care, drug and alcohol misuse, youth unemployment and crime. On a day-to-day basis, mental health problems can create barriers to learning, school absenteeism and at times disrupt the learning of others. Children accessing Place2Be's services face challenges including bullying, parental separation, bereavement and domestic violence. It is important to intervene early with emotional support to build children's resilience. At each of the 32 schools the organisation delivers a core package of services including:

- **121 counselling:** Following an initial assessment children are offered weekly counselling for up to 1 year. Counselling takes place in a dedicated room with a variety of play and art materials to help the children express themselves.
- **Place2Talk:** a self-referral service for children who post a visit request slip and are then offered a 15 minute slot alone or with friends. This service is very popular and helps break down any barriers to using emotional support services by 'normalising' them and making them more accessible.
- **Place2Think:** a service for teachers including developing strategies on supporting particular children.
- **Parent partnership sessions:** Place2Be is available in playgrounds for any parent/carer to approach. Parents/carers whose child is attending 121 sessions will be offered regular sessions to provide advice, guidance and help with understanding the child.
- **Place for Parents:** a specialist parent counselling offer for up to 15 parents (only offered in targeted schools).

Place2Be uses a carefully planned staffing structure to ensure clinical excellence. Each school has an on-site School Project Manager who supervises a team of Volunteer Counsellors to provide the on-site services. Volunteer counsellors are either qualified counsellors/therapists or completing their training and receive rigorous induction and training. The 32 schools in Brent and Ealing are grouped into three clusters which are each managed by a Cluster Manager. The three Cluster Managers are managed by the Service Manager who has overall responsibility for Place2Be's work in Ealing and Brent.

Financial Information

Forecast income for the current year is £13.8 million of which 57% of the target voluntary income of £4.7m is secured and progress against £9m target contract income is on track. At 31st March 2016 the charity's unrestricted free reserves were on target at 3.3 months' worth of expenditure. The charity also held two large designated reserves: a £2m property fund (including its current building) for its new head offices and a £2m development and strategic development fund. This grew substantially in 2015/16 following a £1.5m donation from a Trust. The organisation plans to use this fund over a 5 year period to improve its future capability. It plans to spend £188k in the current financial year, largely on further improving its IT systems.

Year-end at March	2015/16 audited accounts	2016/17 current Year Forecast
Income and Expenditure	£	£
Income	14,823,000	13,763,000
Expenditure	12,173,000	14,082,000
Unrestricted Funds Surplus / (Deficit)	2,635,000	(319,000)
Restricted Funds Surplus / (Deficit)	15,000	0
Total Surplus / (Deficit)	2,650,000	(319,000)
Surplus / (Deficit) as a % of turnover	18%	(2%)
Cost of Generating funds (% of income)	(660,000) 4%	(848,000) 6%
Total Surplus / (Deficit)	2,650,000	(319,000)
Free unrestricted reserves		
Unrestricted free reserves held at Year End	3,359,000	3,040,000
~ how many months' worth of expenditure	3.3	2.6
Reserves Policy target	3,043,250	3,520,500
~ how many months' worth of expenditure	3	3
Free reserves over target / (under target)	315,750	(480,500)

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MEETING: 24/11/2016

Ref: 13238

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Red Balloon Learner Centre NW London

Adv: Tim Wilson

Base: Harrow

Amount requested: £232,570

Benefit: Ealing

Amount recommended: £95,000

The Charity

Red Balloon Learner Centre NW London (RB-NWL) is one of a number of independent charities established to support children who have experienced such severe bullying they exclude themselves from school. The first Red Balloon was founded in Cambridge in 1996, and since then operations have extended across England as well as through an online service for children unable to access a local Red Balloon. RB-NWL was registered in 2005. Centres offer therapeutic support alongside formal tuition, working to re-build children's shattered self-esteem and prepare them to re-enter mainstream education.

The Application

RB-NWL seeks funding for a Talking Therapist to work alongside colleagues providing art and music therapies to young people attending the centre. The post is newly created following a programme of service expansion intended to improve the effectiveness of young people's outcomes. The therapist will work with children aged 11-16 through one-to-one as well as group settings in order to prepare them for a successful transition to mainstream schooling.

The Recommendation

The charity helps children develop the self-confidence and resilience that allows them to face school without the fear that bullying can create. Whilst beneficiaries generally do not have a formal mental health diagnosis (children often self-exclude before this process is complete), the assessments RB-NWL conducts ensure that the children it supports have an acute need for intensive counselling. The application included costs which would not be suitable for your mental health support programme (such as residential outings) and the level of award has been discussed with the charity which is content it can cover the balance through pupil fees, donations and local fundraising. Funding is recommended as follows:

£95,000 over three years (£30,000; £32,000; £33,000) for the salary, on costs and supervision costs of a full-time Talking Therapist providing one-to-one and group support to children attending Red Balloon Learner Centre NW London.

Funding History

Meeting Date	Decision
09/07/2015	An application under the Trust's mental health programme which was rejected for falling outside the published programme priorities.
06/09/2007	£60,000 over three years for the costs of providing therapy to children and families.
02/03/2006	A request for capital which was subsequently withdrawn as the organisation raised funds elsewhere.

Background and detail of proposal

Young people are referred to RB-NWL by schools, pupil referral units, and through word of mouth. Capacity is limited to around 20 young people at any one time, so RB-NWL delivers individualised and intensive assistance to address the underlying reasons why a participant has excluded themselves from school. The goal is to support young people back into mainstream education as quickly as possible, and to ensure that academic performance does not suffer during this period of absence. The therapeutic support offered alongside the tuition is a key part of the offer and seeks to strengthen the young people's mental health.

Financial Information

At 7th October RB-NWL advised it had confirmed £84,200 of its 2016-17 income (20%), with much of the balance expected in fee income for pupils which is received throughout the year. The charity reports a reduction in free reserves at the end of 2015-16 which will be repaired and strengthened by an improved surplus in 2016-17. Nevertheless, RB-NWL is expected to fall short of its free reserve target and seeks to remedy this through carefully managed service expansion. Expenditure is forecast to grow by 36% between 2014-15 and 2016-17 as RB-NWL works with more young people, and with increasingly complex cases. This requires additional staffing. RB-NWL states that it does not incur any costs for generating funds. It benefits from fundraising support provided by an affiliated charity (Red Balloon Learner Centre Group) based in Cambridge which was established specifically to raise money for Red Balloon activities in different parts of the country. Any local fundraising is delivered by unpaid trustees.

Year end at 31 August	2014-15 Independently Examined	2015-16 Draft	2016-17 Forecast
Income and Expenditure	£	£	£
Income	305,115	282,470	415,765
Expenditure	276,281	296,526	372,712
Unrestricted Funds Surplus / (Deficit)	35,493	(16,813)	50,353
Restricted Funds Surplus / (Deficit)	(6,659)	2,757	(7,300)
Total Surplus / (Deficit)	28,834	(14,056)	43,053
Surplus / (Deficit) as a % of turnover	9.5%	(5%)	10.3%
Cost of Generating funds (% of income)	0 (0%)	0 (0%)	0 (0%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	30,912	14,099	64,452
How many months' worth of expenditure	1.3	0.57	2.1
Reserves Policy target	3	3	3
How many months' worth of expenditure	69,070	74,132	93,178
Free reserves over/(under) target	(38,158)	(60,033)	(28,726)

MEETING: 24/11/2016

Ref: 13652

ASSESSMENT CATEGORY - Making London More Inclusive

Age UK Croydon

Adv: Sandra Jones

Base: Croydon

Amount requested: £60,750

Benefit: Croydon

Amount recommended: £60,800

The Charity

Age UK Croydon (previously Age Concern Croydon) has been offering a range of services for older people since 1980. In 2011 Age UK Croydon and Croydon Darby and Joan (CDJ) merged. As part of the merger CDJ gifted property to Age UK Croydon.

At the premises a range of services are on offer: advice; information and advocacy; home services; the Smart Health project; personal safety; and volunteering. There is also a community space where a regular programme of activities takes place including balance and movement classes, diet and healthy living hubs, and digital learning.

The Application

Scratchley Hall, which is a building attached to the main Age UK Croydon (AUKC) building is where the majority of activities take place, but is currently inaccessible as the side elevation that leads to the hall is in need of renovation. Your committee awarded a grant in May for an independent access audit, and a grant is sought towards the implementation of the recommendations identified in the audit.

The Recommendation

AUKC is the only organisation within Croydon offering holistic wellbeing support to, often frail, older people and, by undertaking the improvements, the wide range of services that take place in Scratchley Hall will be opened up to many more people who cannot currently access the programme of activities. The building is owned by the charity and activities are determined by the older people themselves.

£60,800 for access and improvement works to Scratchley Hall.

Funding History

Meeting Date	Decision
24/05/2016	£2,150 to commission an independent access audit for 81 Brigstock Road, Croydon
23/09/2015	Application withdrawn
05/06/2008	£132,000 over three years (£42,000; £44,000;£46,000) for the salary costs of a Positive Ageing Co-ordinator (21hrs); a Supporting Independence Advisor (14hrs); and a Handyperson/Personal Safety Advisor (7hrs) plus associated running costs.

Background and detail of proposal

The charity undertook extensive consultation on activities that users might want, and any barriers to using the Centre. This identified the need for improved access to the community part of the building, enabling people with mobility issues to be able to

attend the activities, and the programme to be extended. To access the hall where activities take place there is a side entrance and lean-to extension. Based on the access audit undertaken, this entrance needs major work, starting with changing the door from a heavy manual door to a new electronic door with transparent glass to allow light into the space. The roof needs replacing as the space is flooded whenever it rains, often leading to the area being shut, interrupting the activity and in some cases cancelling services. In addition to the roof, the flooring is unsuitable for those with reduced mobility or wheelchair users as many of the tiles are missing, the floor is uneven and the surface doesn't allow wheelchairs to move easily across it. New flooring will create an even surface that is suitable for wheelchairs and will not become slippery when wet.

Once this area has been refurbished, the plans for the space will not only enable the hall to be fully accessible, but can be used to provide a refreshment area, providing volunteering opportunities to disabled people of all ages within the community. Feedback from the charity's befriending service identified that there were many older people with limited mobility who would be able to start attending the centre, thus reducing isolation and improving their physical and mental health.

Financial Information

The charity holds a reasonable level of free reserves (even though anticipated to be below their target policy in 2016/17). To date free reserves have largely been backed by liquid resources. Whilst the charity is growing relatively rapidly, the impact of this growth on free reserves is only expected to be a decrease of £14,610 in 2016/17.

Year-end at 31 March	2014/15 Audited	2015/16 Draft Accounts	2016/17 Current Year Forecast
Income and Expenditure	£	£	£
Income	977,580	1,090,212	1,511,291
Expenditure	844,683	1,053,444	1,561,157
Unrestricted Funds Surplus / (Deficit)	134,541	16,918	(14,610)
Restricted Funds Surplus / (Deficit)	(1,644)	19,850	(35,256)
Total Surplus / (Deficit)	132,897	36,768	(49,866)
Surplus / (Deficit) as a % of turnover	13.6%	3.4%	(3.3%)
Cost of Generating funds (% of income)	128,789 (13.2%)	170,462 (15.6%)	150,000 (9.9%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	296,270	313,188	298,578
How many months' worth of expenditure	4.3	3.6	2.3
Reserves Policy target	211,170	263,361	390,288
How many months' worth of expenditure	3	3	3
Free reserves over target / (under target)	85,100	49,827	(91,710)

MEETING: 24/11/2016

Ref: 13460

ASSESSMENT CATEGORY - Making London More Inclusive

Artsadmin

**Adv: Tania Bronstein
Base: Tower Hamlets
Benefit: London-wide**

**Amount requested: £90,535
{Amended request: £100,106}
Amount recommended: £95,500**

The Charity

Artsadmin supports artists at all stages of their careers in dance, new theatre, music, live art and mixed media. It offers advice, bursaries, mentoring schemes, residencies, showcases, project management, and links to arts promoters. Its base, Toynbee Studios (TS) is a centre for the creation and presentation of new work and provides: 6 spaces of various sizes for hire suitable for rehearsals, castings and exhibitions; a 280-seat theatre; 8 creative media units which are rented out to arts practitioners; and a café/bar.

The Application:

Funding is sought towards a programme of works to improve disabled access at TS. This includes: ingress and evacuation features; external and internal signage; adapting two toilets; and various other works to enable disabled people to safely and independently use the building. The request has been amended. It is for a one-off rather than for a two-year grant; is supported by suppliers' estimates; and no longer includes a new vertical platform lift. The revised breakdown is appended to the application form.

The Recommendation:

Artsadmin is playing an important role embedding work by disabled artists in London's cultural sector. A grant will provide the best possible accessibility standards to a facility already exceedingly well used by disabled artists and audiences. Having received more accurate costs, your officers are assured that the risk of cost overruns will be minimised.

£95,500 towards building works to improve access to Toynbee Studios.

Funding History

Meeting Date	Decision
09/07/2015	£1,985 for an access audit of Toynbee Studios
22/09/2016	£2,400 (6 days @£400 per day) to conduct an eco-audit.

Background and detail of proposal

A major strand of Artsadmin's work is *Unlimited*, a commissioning and support initiative run in partnership with the disability arts charity Shape that helps disabled artists to develop, produce, and showcase their work. Although access standards at TS are better than average, further to alterations carried out in 2003, feedback from disabled artists and audiences using the premises has highlighted several access barriers for people with physical and sensory impairments. Disabled users of the building and an access audit (also funded by the Trust) provide the impetus for this project and have informed the programme of improvements.

This project is independent from, but connects to a £16 million initiative by Artsadmin's landlord, the charity Toynbee Hall (TH) to regenerate the Toynbee Estate. TH has sold two buildings to a developer, is refurbishing two properties for its own use, and is working with LB Tower Hamlets to create a public open space on site. As some works forming part of request (related to signage, way-finding access and evacuation) cannot be undertaken before the other parties complete their respective developments, Artsadmin applied for a grant over two years rather than on a one-off basis as is usual for capital requests. However, a portion of the grant can be claimed at a later stage when adjacent works are completed. The request originally included replacing a platform lift to access the theatre backstage (the existing one cannot fit larger powered wheelchairs), but funds for this item are no longer sought because a large lift would jeopardize access for others, including ambulant disabled people. However, the amended request is for a larger sum because costs (originally roughly guessed) are now based on suppliers' estimates.

Financial observations

Forecast income in the current year is £2,463,016, of which £1,901,979 (77%) was secured as of 19 October 2016.

The deficits on restricted funds in 2016 and forecasted for 2017 are due to the depreciation charge of the leasehold building and other assets, but the charity is setting aside designated funds for depreciation and asset replacement.

The reserves policy (reviewed in 2015/16) is set at 3 months' worth of "fixed costs" (which excludes projects undertaken as and when dedicated funds are raised). The bottom part of the table below appraises the free reserves holding with reference to total annual expenditure as usual. However, the usual analysis is not entirely appropriate, as the policy target is based on a proportion of annual expenditure (38% in 2015/16 and 39% in 2016/17). An appraisal on the basis of the charity's own definition shows that the free reserves holding equates to 2.9 and 2.5 months' worth of annual fixed costs expenditure in 2015/16 and 2016/17 respectively.

Year end at 31 March	2014/15 Audited Accounts	2015/16 Draft Accounts	2016/17 Current Year Forecast
Income and Expenditure	£	£	£
Income	2,918,186	2,203,390	2,463,016
Expenditure	2,484,425	2,481,953	2,736,230
Unrestricted Funds Surplus / (Deficit)	80,613	67,471	0
Restricted Funds Surplus / (Deficit)	353,148	(346,034)	(273,214)
Total Surplus / (Deficit)	433,761	(278,563)	(273,214)
Surplus / (Deficit) as a % of turnover	14.8%	12.6%	11%
Cost of Generating funds (% of income)	188,798 (6.5%)	179,990 (8.2%)	189,851 (7.7%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	175,478	227,948	227,948
How many months' worth of expenditure	0.84	1.10	0.99
Reserves Policy target	150,000	236,483	267,974
How many months' worth of expenditure	0.72	1.14	1.17
Free reserves over/(under) target	25,478	(8,535)	(40,026)

MEETING: 24/11/2016

Ref: 13364

ASSESSMENT CATEGORY - Making London More Inclusive

St Mary Magdalene Parochial Parish Council

Adv: Sandra Jones

Base: Westminster

Amount requested: £100,000

Benefit: Westminster

Amount recommended: £100,000

The Charity

St Mary Magdalene Parochial Parish Council (St Mary) was established in 1865 to provide for an extremely deprived area, and this area expanded after World War II. The church has always been involved in social action and community work, but the building is less than ideal for this. They have recently formed a partnership with Paddington Development Trust (PDT) to develop the site to create a community hub. PDT, established in 1998 operates as a community anchor, engaging in the economic, environmental and social regeneration of North Westminster and the wider west London area. PDT has been funded a number of times by this committee and is a driving force in the regeneration of the North Paddington area, working hand in hand with local people to co-create, develop and deliver local services.

The Application

St Mary and PDT are working together to restore and refurbish the Grade 1 listed church, including building a new fully accessible Heritage and Community Wing which will provide access to the church, community rooms, an education room, volunteer resource room and community café. The total cost of the project is £6.4m, with £3.6m recently approved from Heritage Lottery Fund. The grant sought is £100,000 towards the access work, which includes: a stair lift in the main church area; ramps; levelling and paving externally; a new accessible entrance with a lift that will join the new annex and the church at all levels; and accessible toilets.

The Recommendation

The two organisations have been working on this project since October 2014, working with the residents, the local authority and voluntary and community groups to ensure that the final vision is one that meets the needs of local communities. This has resulted in designing a space that will be accessed by local people and will contribute to the regeneration of the area.

£100,000 towards access works on St Mary Magdalene's church and the new annex.

Funding History

None

Background and detail of proposal

Between 2006 and 2012, grants from English Heritage and the Diocese of London addressed serious structural issues and the church roof. In 2007 PDT and St Mary received funding from Westminster City Council (WCC) for project development work.

Initially the church was thinking only about developing the undercroft, but after the feasibility study commissioned by WCC this changed and eventually in 2010 the

current scheme which includes developing the undercroft and building an annex was agreed. This was done after extensive consultation with the local residents and service delivery organisations to ensure that the proposal meets their needs; this indicated strong potential for cultural and arts uses.

The architectural plan has been developed and funding sought. The main contributor is the Heritage Lottery Fund, with funding support from a range of trusts and WCC.

As a partnership venture, a management committee has been established with major decisions being referred through and agreed by the PDT Board of Trustees and the PCC. The operation of the project and business will be managed by PDT.

Financial Information

Forecast income in the current year is £39,630 of which 100% is confirmed as at end October 2016. This anticipated drop in income and expenditure is due to the way St Mary's treasurer sets the budget. If major repairs or specific projects are identified within the financial year, the church is in a position to raise this by renting out the undercroft to film and TV companies to cover any necessary expenditure. They have a track record for this and regularly receive requests to use the space.

The Business Plan demonstrates expected significant growth in income when the project is complete, including how St Mary's intends to ensure long term sustainability, in particular through diversification of its income streams, together with putting the supporting infrastructure in place.

Year end at 31 December	2014 Independently Examined	2015 Independently Examined	2016 Budget
Income and Expenditure	£	£	£
Income	99,397	120,869	39,630
Expenditure	51,305	144,610	12,000
Unrestricted Funds Surplus / (Deficit)	16,950	18,526	27,630
Restricted Funds Surplus / (Deficit)	30,081	(42,483)	0
Endowment Fund Surplus / (Deficit)	1,061	216	0
Total Surplus / (Deficit)	48,092	(23,741)	27,630
Surplus / (Deficit) as a % of turnover	48.4%	(19.6%)	69.7%
Cost of Generating funds (% of income)	0	0	0
Free unrestricted reserves			
Unrestricted free reserves held at Year End	47,923	66,449	94,079
How many months' worth of expenditure	11.2	5.5	94.1
Reserves Policy target	25,650	72,306	6,000
How many months' worth of expenditure	6	6	6
Free reserves over/(under) target	22,273	(5,857)	88,079

MEETING: 24/11/2016

Ref: 13530

ASSESSMENT CATEGORY - Older Londoners

Jewish Deaf Association

Adv: Julia Mirkin

Amount requested: £180,000

Base: Barnet

Benefit: Barnet

Amount recommended: £180,000

The Charity

The Jewish Deaf Association (JDA) is based in North Finchley and was established in 1951. It was set up to support older British Sign Language (BSL) users in the Jewish community, who often do not lip read and have limited literacy, excluding them from mainstream services and wider society. JDA's programmes have been structured to enable engagement with Jewish cultural life by celebrating Jewish holidays and serving kosher food. However, in recent years, JDA has focussed on welcoming beneficiaries from different age groups; and people from all faiths or no faith, enabling all deaf people to engage with society. Services include specialist hearing aid support and maintenance; a technology information centre; lip-reading classes; BSL training; social clubs, current affairs discussion groups and a book club. Services for parents of newly diagnosed deaf babies or children are offered, and Deaf Awareness Training is delivered in schools and day centres. On-site specialist hearing support services are also offered to people who are housebound or living in residential care. Approximately 200 beneficiaries are supported annually and services are offered from a fully-accessible and purpose-built community centre.

The Application:

JDA requests support towards the running of its Day Centre and activities, and for support services for isolated, older Deaf or Deafblind BSL users.

The Recommendation

JDA is offering a well-needed service to older BSL users, who often struggle to manage personal administration and engage with welfare services. It works closely with Sense and other local charities to ensure staff are trained and all services are joined-up. An independent Lottery-funded professional Evaluation Report found that: *"JDA is a vital resource that reduces isolation and exclusion, improves physical and mental health, and is often a lifeline for older Deaf and Deafblind people"*.

£180,000 over three years (3 x £60,000) towards the full-time Support Services Manager and lunch and transport costs of Day Centre users.

Funding History

Meeting Date	Decision
21/01/2010	£105,000 (3 x £35,000) towards the running costs of services for older Deaf and Deafblind people.

Background and detail of proposal

Traditionally, hearing disabilities have been diagnosed in late childhood, by which point it is too late to integrate children into speaking society. As a consequence, the majority of older deaf people learned BSL and were raised in residential homes, in which literacy skills were insufficiently developed to read written English and live independently. Diagnosis of hearing impairments now happens shortly after birth and corneal implants are given to babies, allowing children to learn and develop in a hearing environment. Although it is recommended that deaf children and their

families learn BSL, so they can communicate without hearing aids, the result of this shift is that the BSL community is in decline. It is for this reason, as well as wanting to be a modern and inclusive organisation that JDA is committed to broadening the demographic profile of its beneficiaries to sustain its services.

JDA's day centre users still tend to be older people, who grew up using BSL and experience exclusion from mainstream society. Many are considered to have learning disabilities or dementia as a result of low levels of brain stimulation. These problems are compounded by physical immobility, which also increases physical isolation. JDA aims to give Deaf and Deafblind people a voice and the information they need to make decisions and take control of their lives; it also aims to provide a programme of physical, social, cultural and educational activities, through which beneficiaries can engage with world affairs, socialise, learn and keep fit. JDA's 'At Your Service' facility offers support with form filling, phone calls and official correspondence. Support Workers, who are fluent in BSL, offer support with welfare and domestic issues; accompany beneficiaries to appointments, act as advocates, mediate and translate into BSL; liaise with social services, care agencies and support personalisation. JDA's minibus transports beneficiaries to and from the centre and to and from appointments, reducing the stress of older Deaf and Deafblind people.

Financial Information

Audited accounts for 2015, show that JDA had a surplus on unrestricted funds (£197K) due to a significant one-off legacy and proceeds from its bi-annual fundraising dinner. The 2015 surplus has been used to build capacity, including a new database and website, ITC upgrades and a refurbishment project. The reserves will also offset planned deficits in 2016 and 2017. The Cost of Generating Funds is projected to increase again in 2017 due to the next bi-annual fundraising dinner.

JDA's reserves policy was agreed in 2008, following a considerable loss on investments, and with a view to ensuring the organisation's stability during the recession. JDA plans to revisit its reserves policy and its designated building maintenance fund at its next Board meeting in December 2016. JDA is hoping that its outreach work in the broader community will position it more favourably to apply to mainstream funders that will offer a more secure source of multi-year funding.

Year end at 31 December	2015 Audited	2016 Forecast	2017 Forecast
Income and Expenditure	£	£	£
Income	900,814	503,093	499,724
Expenditure	686,937	651,911	679,029
Unrestricted Funds Surplus / (Deficit)	197,011	(103,663)	(175,805)
Restricted Funds Surplus / (Deficit)	16,866	(45,155)	(3,500)
Total Surplus / (Deficit)	213,877	(148,818)	(179,305)
Surplus / (Deficit) as a % of turnover	23.7%	(29.58%)	(35.88%)
Cost of Generating funds (% of income)	138,860 (15.4%)	97,978 (19.48%)	142,596 (28.53%)
Free unrestricted reserves			
Unrestricted free reserves at Year End	749,367	645,704	469,899
Months' worth of expenditure	13.1	11.9	8.3
Reserves Policy target	686,937-1,373,874	651,911-1,303,822	679,029-1,358,058
Months' worth of expenditure	12-24	12-24	12-24
Free reserves over/(under) target	62,430-(624,507)	(6,207)-(658,118)	(209,130)-(888,159)

MEETING: 24/11/2016

Ref: 13229

ASSESSMENT CATEGORY - Older Londoners

Living Streets (The Pedestrians Association)

Adv: Tim Wilson
Base: Tower Hamlets
Benefit: Redbridge

Amount requested: £129,072

Amount recommended: £85,900

The Charity

Established in 1929, Living Streets promotes the safety and comfort of the walking public. By championing walking, the charity aims to address social isolation, reduce pollution, and minimise the risk of preventable illness. Living Streets' early victories include campaigns that led to the first speed limits and zebra crossings, and it continues to look for and address the barriers that prevent people from walking, particularly where those issues arise from age or disability.

The Application

Living Streets seeks funding to deliver a project for older people in Redbridge which, if successful, could form a model for replication in other London Boroughs. The charity is particularly interested to see what works when public funding is under strain. Living Streets plans to convene different agencies to identify cost-effective adaptations that could bring significant improvements to the quality of life for the target local population.

Working in partnership with the London Borough of Redbridge's Public Health team, Living Streets will deliver community-based projects that identify and address the issues preventing older people and their carers from walking. The charity will also develop a 'best practice' bank of case studies and guides which it will share with public and third sector agencies from other boroughs. Redbridge has been chosen because the borough expects a faster than average growth in its older population.

The Recommendation

The initial application from Living Streets was for delivery in three boroughs. Your officer expressed concern that the role of the local authority was insufficiently strong and that too little emphasis had been placed on developing a replicable model. The revised request addresses these concerns and funding is recommended as follows:

£85,900 over two years (£43,500; £42,400) for a full-time Co-ordinator and project resources to support Living Streets' work to address barriers to walking for older people in Redbridge.

Funding History

Meeting Date	Decision
20/01/2011	£135,860 over three years for a project to improve knowledge and action for a better walking environment in London.

Background and detail of proposal

Whilst the Trust's previous grant to Living Streets supported work at a pan-London level, and assisted the charity's engagement with Transport for London, this request is to develop new local models that work in an era of constrained public funding. Living Streets will undertake a series of Community Street Audits and one-to-one

sessions that help uncover the barriers older people face when they wish to walk. The charity will then engage local communities and public agencies to make improvements to the street space, and will capture the learning from the project before sharing with other London boroughs.

The proposed work is intended to boost the levels of physical exercise older people undertake and to address social isolation. The charity will work in partnership with the local public health team to identify what practical changes can be made to the street environment, and with AgeUK Redbridge to reach a diverse range of local older people.

Financial Information

At 2nd November the charity advised it had confirmed £4,131,000 of its 2016-17 income (89.6%). The table below shows that organisational income is expected to fall by 19.6% between 2014-15 and 2016-17. The charity advises that this is a result of the natural end of a substantial and one-off award for a Schools Outreach project.

Living Streets aims to hold reserves equivalent to six months' worth of unrestricted expenditure. The charity falls slightly short of this target in 2014-15 and 2015-16, and expects to be very slightly above by the end of 2016-17. In the view of your officer the anticipated reserve position at the end of 2016-17 is not excessive. It should be noted that the organisation also held a further £347,000 in designated reserves (a designated development fund) at the end of 2014-15 which is described in the accounts as being for "future charitable projects". The trustees do not currently have a plan for the use of these funds and your officer has encouraged the charity to address this. The combination of free reserves and designated reserves at the end of 2014-15 is £697,000 and equivalent to 1.6 months' worth of total organisational expenditure or 9 months' worth of unrestricted expenditure which is not excessive.

Year end at 30 September	2014-15 Audited	2015-16 Draft	2016-17 Forecast
Income and Expenditure	£	£	£
Income	5,738,196	4,727,000	4,611,000
Expenditure	5,204,134	4,727,000	4,586,000
Unrestricted Funds Surplus / (Deficit)	36,626	0	25,000
Restricted Funds Surplus / (Deficit)	497,436	0	0
Total Surplus / (Deficit)	534,062	0	25,000
Surplus / (Deficit) as a % of turnover	9.3%	0.0%	0.5%
Cost of Generating funds (% of income)	564,342 (9.8%)	619,000 (13.1%)	510,000 (11.1%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	350,000	350,000	375,000
How many months' worth of <i>unrestricted</i> expenditure	4.6	5.6	6.7
Reserves Policy target	461,219	399,500	337,500
How many months' worth of <i>unrestricted</i> expenditure	6	6	6
Free reserves over/(under) target	(111,219)	(49,500)	37,500

MEETING: 24/11/2016

Ref: 13452

ASSESSMENT CATEGORY - Older Londoners

Redbridge Concern for Mental Health

Adv: Joan Millbank

Amount requested: £106,564

Base: Redbridge

{Revised request: £105,395}

Benefit: Redbridge

Amount recommended: £105,400

The Charity

Redbridge Concern for Mental Health (RCMH) is dedicated to promoting, improving and protecting the mental health and emotional well-being within the local community. It provides a range of information and support services for people living with a range of mental health issues. These include befriending services, a peer support recovery group, information and signposting, a Hate Crime referral service and provision of volunteering and access to work opportunities. RCMH sits on a number of local strategic boards to ensure that the views of people with mental ill health inform statutory services service planning and delivery. It is a member of the Redbridge Disability Consortium; a number of whose members share the office.

The Application

The applicant is seeking a grant towards the running costs of the Redbridge Dementia Befriending Service (RDBS), a service that it has been successfully providing for over eight years. The purpose of RDBS is to maintain independence and improve the quality of life for adults living with a form of dementia by placing volunteer befrienders to reduce isolation through the provision of emotional support and practical help including accompanying on trips and to appointments.

The Recommendation

You have previously funded this service. Monitoring returns were assessed as 'very good' and a monitoring visit held in 2013 concluded that "this is an excellent, well run service which provides a vital life-line". This view was confirmed in the recent assessment visit. Proposed outputs have been reduced to a more realistic level.

£105,400 over 3 years (£34,100; £35,200; 36,100) towards the cost of a part-time (21 hours) Project Manager and part-time (14 hours) Assistant plus running costs to provide Redbridge Dementia Befriending Service.

Funding History

Meeting Date	Decision
18/03/2010	£105,000 over three years (3 x £35,000) towards a befriending service for socially-isolated people with dementia.
22/04/2004	£60,000 over three years (3 x £20,000) towards the salary and project costs of a promotions and liaison officer for mental health services in LB Redbridge.

Background and detail of proposal

There are approximately 4,000 people with dementia living in Redbridge. The ongoing need for the service has been identified through the number of existing service users and referrals. Local statistics indicate that the upward trend will continue as people live longer. RCMH cite the National Dementia Strategy "Living

Well with Dementia” which highlights the associated problem of isolation, while “Combating Loneliness” found that lonely people have a 64% increased chance of developing clinical dementia. Its volunteer based befriending service seeks to address this impact by providing weekly visits. Volunteers are recruited locally, matched appropriately, trained in dementia care and undergo DBS checks. They are supported through group supervision, weekly phone support and bereavement counselling as requested. A minimum of 52 older people with dementia are expected to benefit over three years; the average length of support received will be 18 months. The service is available to people living alone or with a spouse, and to people living at home and those who move into care homes. Monitoring progress will be assessed through regular report back from the volunteers, family members and service recipients.

Financial Information

Forecast income in the current year is £325,244 of which £285,644 (88%) had been raised at 1st October. The cost of generating funds in 2015-16 shows expenses associated with event fund-raising. The forecast cost of securing grant and contract income is calculated at 3 hours per week of senior management time. The deficit in 2015-16 relates to a service reorganisation undertaken by the trustees following loss of income. Trustees are planning action to increase free reserves. The unrestricted reserves show a ‘contractual commitment’ of £29,034 as a designated fund: this is not shown below.

Year end - 31 March	2015/16 Audited	2016/17 Current Year Budget
	£	£
Income and Expenditure		
Income	308,100	325,244
Expenditure	413,776	325,244
Unrestricted Funds Surplus / (Deficit)	(26,708)	0
Restricted Funds Surplus / (Deficit)	(78,968)	0
Total Surplus / (Deficit)	(105,676)	0
Surplus / (Deficit) as a % of turnover	(34%)	0%
Cost of Generating funds (% of income)	0	3,276 (1%)
Free unrestricted reserves		
Unrestricted free reserves held at Year End	22,417	22,417
~ how many months' worth of expenditure	0.65	0.83
Reserves Policy target	103,443	81,311
~ how many months' worth of expenditure	3	3
Free reserves over target / (under target)	(81,026)	(58,894)

MEETING 24/11/2016

Ref: 13310

ASSESSMENT CATEGORY - Older Londoners

The Wallace Collection

Adv: Jemma Grieve Combes

Amount requested: £73,086

Base: Westminster

Benefit: Westminster

Amount recommended: £66,220

The Charity

The Wallace Collection is a national museum specialising in Old Master paintings, miniatures, sculpture, French furniture, porcelain and goldsmiths' work, arms and armour, and medieval and Renaissance works of art. Based in a historic town house, the museum has an intimate feel, welcoming around 420,000 visitors a year. Like other national museums, entrance is free. A core aim of the museum is to be accessible and to reach a diverse audience. To help it achieve this it runs both a school and community programme. The schools programme comprises a programme of workshops for primary and secondary schools including armour handling, printmaking and creative writing, which reaches around 11,500 school children a year. Examples of its programme include an art project with the Muslim Cultural Heritage Centre's women's group; a Refugee tour guide project; and the Out of the Frame project working with older people, which is the subject of this application.

The Application

The Wallace Collection has found that whilst the museum is enjoyed by older people, for some it is difficult to access. The Out of the Frame project aims to overcome this by taking the collection out to older people in the community and running specialist events at the museum. The programme started in 2001 and has grown substantially in popularity and scope. You are asked to fund the programme over the next 3 years.

The Recommendation

Out of the Frame is a popular programme that aims to improve the social and mental wellbeing of older people by introducing them to artwork they would not otherwise be able to access. Your funding would give the project stability to run and further develop. In the interim of waiting for news on its application to the Trust, the Wallace Collection was able to secure 50% of the project costs until end of March 2017 from Prudential. The year 1 recommendation has been accordingly reduced. The funded Alive! Sessions and a proportion of the Loan Box scheme costs have also been removed as this was for work outside of London and so not eligible for your funding.

£66,220 over 3 years (£18,990; £23,570; £23,660) towards the salary of the Community and Access Officer (2 days/wk), freelance costs and on-costs of the Out of the Frame project in London working with older people aged 75+ and people living with dementia. Release of the grant is conditional on a satisfactory revised monitoring framework being received.

Funding History

None

Background and detail of proposal

The Out of the Frame project takes the Wallace Collection out into the community by delivering 6 sessions a month in 35 care settings including day centres, sheltered

housing, community housing and synagogues. Each session is led by two staff and uses reproductions of artworks and handling items to stimulate discussion and reminiscence. Popular topics have included a ceramic handling session and a painting of ballet dancer 'Madame de Camargo' – the first dancer to publically show her ankles! Staff use a mix of 121 and group work depending on needs. Whilst some care settings will have an annual visit, others have a more regular visit depending on demand and availability. To help reach more care settings, a Loan Box scheme has been established, where Wallace Collection staff train care staff to run sessions using specially designed museum loan boxes.

Where possible the Wallace Collection is keen for older people to visit the museum directly. All participants at the care home sessions are invited to the museum for a 'tea and tour' and around 12 tours are held annually. The museum also runs 8 specially tailored tours a year for people living with dementia which it developed with Westminster Memory Service and Westminster Arts. All staff have received dementia training and the Community and Access Officer is a Dementia Champion.

Financial Information

Forecast income in the current year is £ 5,643,000 of which £4,279,000 (76%) is confirmed as at 31st August 2016.

In 2015/16 the organisation launched an endowment fund to provide future financial sustainability in a difficult financial environment. It aims to raise £20m over 5 years and was on target in 2015/16, securing £4.3m represented by the Endowment Fund surplus below. The focus on building up the Endowment Fund is also the reason for the £99k unrestricted planned deficit in 2016/17.

The cost of generating funds appears high because this includes £958k of trading (including an on-site shop) and £301k of publicity and design costs for the museum.

Year-end at 31 March	2014/15 Audited	2015/16 Audited	2016/17 Current Year Forecast
	£	£	£
Income and Expenditure			
Income	6,221,000	10,081,000	5,643,000
Expenditure	6,412,000	6,158,000	5,862,000
Unrestricted Funds Surplus / (Deficit)	409,000	115,000	(99,000)
Restricted Funds Surplus / (Deficit)	(600,000)	(527,000)	(120,000)
Endowment Funds Surplus / (Deficit)	0	4,335,000	To be included at year end
Total Surplus / (Deficit)	(191,000)	3,923,000	(219,000)
Net/gains losses on investments	0	32,000	To be calculated at year end
Net income/expenditure	(191,000)*	3,955,000*	To be included at year end
Surplus / (Deficit) as a % of turnover	(3%)	39%	(4%)
Cost of Generating funds (% of income)	24%	15%	To be calculated at year end
Free unrestricted reserves			
Unrestricted free reserves held at Year End	1,329,000	1,555,000	1,456,000
~ how many months' worth of expenditure	2.49	3.0	2.98
Reserves Policy target	1,953,000	1,539,500	1,465,500
~ how many months' worth of expenditure	3 months exp plus £350k	3	3
Free reserves over target / (under target)	(624,000)	15,500	(9,500)

*Excludes gains on revaluation of fixed assets of £771,000 in 2015/16 and £4,574,000 in 2014/15.

MEETING: 24/11/2016

Ref: 13533

ASSESSMENT CATEGORY - Reducing Poverty

South West London Law Centres

Adv: Shegufta Rahman

Amount requested: £177,300

Base: Croydon

Benefit: Several South West London Boroughs

Amount recommended: £165,900

The Charity

South West London Law Centres (SWLLC) formed by a merger of four law centres in 2004, covering multiple South West London boroughs. The organisation operates as a community based legal practice, working to relieve poverty, suffering and distress for the most disadvantaged and vulnerable members of society. The support on offer ranges from free legal advice through to representation in social welfare law at court. SWLLC operates out of four offices in Croydon, Wandsworth, Kingston and Merton.

The Application

In 2015/16, the charity reported 80 day-time volunteers and 420 evening pro-bono lawyers supported a total of 4,447 beneficiaries through its free clinics. The role of volunteers is at the heart of the organisation's overarching aim to empower clients by encouraging them to take better steps to resolve problems themselves, with support and follow-up from advisors. SWLLC is seeking funding for a new Client Services Support Worker (CSSW) to lead on developing the volunteer base, freeing up the time of the Client Services Manager (CSM) who currently provides this support. The funding requested will enable the charity to improve volunteer retention and support processes, as well as allowing for organisational growth to meet increasing demand.

The Recommendation

The charity has grown into a significant pro-bono clinic service in London, delivering 15 free clinics across five sites every week, and specialist legal casework on a range of issues including housing, debt and welfare rights. In 2015/16 it provided emergency housing representation across Croydon, Wandsworth and Kingston county courts, helping 1,681 beneficiaries to defend themselves against possession/home evictions. The amount recommended is lower than that requested as your usual level of funding is for one full time equivalent post.

£165,900 over three years (£54,800, £55,300, £55,800) towards a full-time Client Services Support Worker and associated project costs.

Funding History

None

Background and detail of proposal

SWLLC works to support beneficiaries to address legal problems in the early stages to prevent them from becoming bigger, more complex issues, which can be damaging for the individual, but also costly to taxpayers. The pro-bono advice clinics are an opportunity for beneficiaries to seek legal redress, empower them with new knowledge of the law and their rights, as well as increasing their confidence and capacity to approach legal problems. The provision of information, advice and guidance empowers people to make better choices about their lives and supports better decision making in public services. Often the charity advises individuals that

they do not have a case to take forward and freeing them to move on and direct their attention more productively.

The organisation reports that in 2015, 61% of beneficiaries approached them for support on housing, employment and family issues. However, a significantly high proportion of these individuals also faced financial and debt issues that were linked to the initial request for support. By helping more vulnerable people to understand, manage and overcome challenging issues such as housing eviction, or debt relief orders, they are able to remain out of or emerge from poverty, helping them to cope better with often precarious circumstances. The delivery of this support is wholly reliant on the support of volunteers, both in the day and evening clinics, coming from pro-bono law firms and from within the local communities.

By creating a new CSSW role to manage the volunteers day to day, and thereby freeing up the time of the CSM, the charity will be able to focus on planning and delivering a new 'supporter' scheme which will seek to develop new income generation areas, build volunteer support for specialist areas, and consider new ways in which SWLLC can continue to attract and develop long-term volunteering. Consulting across its network of volunteers, the charity is well-positioned to develop existing resources (database and skillsets) and consider suitable delivery options.

Financial Information

Forecast income in the current year is £1,360,800 of which £1,335,800 (98%) is confirmed as at November 2016. The organisation's actual reserves policy is to hold three months of unrestricted expenditure, which in 2015/16 would have been £239,000, giving them a surplus of c£41,000 against the target.

The charity recognises the need to secure funding given its on-going deficit position due to funding cuts and changes to legal aid terms. It has been working on a number of initiatives with a view to operating at a surplus. This includes planned cost reductions, diversifying a funding base away from legal aid and developing and restructuring (aided by a grant from the Local Sustainability Fund). The development/restructuring assessment includes review of communications, case management systems, chargeable services and an overall business case review.

Year end at 31 March	2014/15 Audited	2015/16 Audited	2016/17 Budget
	£	£	£
Income and Expenditure			
Income	1,119,879	1,204,740	1,360,800
Expenditure	1,246,896	1,228,945	1,342,648
Unrestricted Funds Surplus / (Deficit)	(128,753)	(16,617)	(116,908)
Restricted Funds Surplus / (Deficit)	1,736	(7,588)	135,060
Total Surplus / (Deficit)	(127,017)	(24,205)	18,152
Surplus / (Deficit) as a % of turnover	(11.3%)	(2%)	1.3%
Cost of Generating funds (% of income)	69,182 (6.2%)	60,411 (5%)	63,316 (4.6%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	322,376	280,109	163,201
How many months' worth of expenditure	3.1	2.74	1.46
Reserves Policy target	311,724	307,236	335,661
How many months' worth of expenditure	3	3	3
Free reserves over/(under) target	10,652	(27,128)	(172,460)

MEETING: 24/11/2016

Ref: 13531

ASSESSMENT CATEGORY - Reducing Poverty

Wandsworth Citizens Advice Bureaux

Adv: Tania Bronstein

Base: Wandsworth

Amount requested: £64,299

Benefit: Wandsworth

Amount recommended: £64,300

The Charity:

This is a partnership bid from Wandsworth Citizens Advice Bureaux (WCAB) and Wandsworth Foodbank (WF). WCAB, the lead partner, provides free, independent advice on a variety of issues including money and debt, welfare benefits, housing employment and immigration, annually helping 8,000 local residents. WF is part of the Trussell Trust's network of foodbanks. It was launched in 2013 with five churches hosting food distribution sessions seven days a week. WF provided three days' worth of emergency food parcels to 4,078 people in 1011 households in 2015-16.

The Application:

WCAB seeks funding for a third and final year of a project funded by the Trust which supports people in crisis to address the underlying problems that cause them to need emergency food. WCAB has trained 42 WF volunteers to offer initial "first aid" advice to WF visitors, and an experienced WCAB advisor at the premises conducts follow up casework on more complex issues such as benefits appeals and debt restructuring. Your current grant is in its second year and ends on 31.03.2017.

The Recommendation:

This project is trailblazing a successful model that up-skills Foodbank volunteers, offers visitors much more than emergency hand-outs, and fast-tracks visitors to expert advice and lasting, long-term solutions to their problems. This application presents two issues as regards your policy to provide only one grant to any organisation at any one-time:

- (a) Your previous award acknowledged that because this is a partnership and as neither partner would be making an application in their own right, a yearly grant higher than you would usually provide for work in a single borough is warranted;
- (b) As noted under the "Financial Observations" section, WCAB recently merged with another organisation you fund. However this application was invited and received before the merger took place, at which time this policy issue did not arise.

£64,300 for the third and final year of meeting staffing and overheads costs of an advice service for Wandsworth Foodbank users

Funding History

Meeting Date	Decision
28/01/2015	£130,000 over two years (£68,000; £62,000) towards an advice service for Wandsworth Foodbank users.

Background and detail of proposal

According to Wandsworth Food Poverty Report (May 2016), the number of local people receiving emergency food increased by 25% in 2015/16. This report highlights delays and changes in benefits amongst the most common reasons why

people have to resort to WF for food parcels. This project therefore sensibly focuses on helping WF visitors in tackling the root causes of their difficulties e.g. ensuring receipt of benefits due; challenging adverse benefit decisions, or helping people to negotiate affordable debt and/or rent arrears repayments. In its first year, WF volunteers advised 585 households, and the WCAB advisor dealt with 626 complex advice issues presented by 160 people. A survey of WF guests in October 2015 identified that 67% of those acting on advice received reported improvements in their situation. At this point, the financial gain achieved for visitors totalled £85,740. The monitoring report for the first year of your current grant was very satisfactory and shows that expectations were surpassed e.g. WCAB had trained 42 WF volunteers against the original target of 28. The second year's report is not due yet, but interim figures show steady service up-take.

Financial Observations

Forecast income in 2017/18 (the year relevant to this request) is £1,197,527, of which £810,404 (67.7%) was confirmed as of 20/09/2016. At that date, 98.9% of forecast income for 2016/17 was secured.

As from 01/10/2016, WCAB merged with Disability and Social Care Advice Service (DASCAS), a smaller charity also funded by the Trust. Your officers regard the merger as a positive development and have agreed to transfer funds awarded to DASCAS (£16,375 in 2016/17 and £33,409 in 2017/18) to WCAB. Increased income and expenditure levels shown in 2016/17 and 2017/18 include these sums and other funds secured and committed towards DASCAS' services from other sources.

The seemingly low percentage of cost of generating funds in respect of turnover below is explained by the fact that significant funds have been already secured for the period 2013 - 2018 via commissioning contracts with LB Wandsworth, which is providing £445,100 to WCAB and £59,775 to DASCAS in 2017/18.

Year end at 31 March	2015/16 Audited Accounts £	2016/17 Current Year Forecast £	2017/18 Next Year Forecast £
Income and Expenditure			
Income	922,096	1,079,338	1,197,527
Expenditure	951,225	1,074,040	1,179,503
Unrestricted Funds Surplus / (Deficit)	17,033	631	13,357
Restricted Funds Surplus / (Deficit)	(46,162)	4,667	4,667
Total Surplus / (Deficit)	(29,129)	5,298	18,024
Surplus / (Deficit) as a % of turnover	3.16%	0.49%	1.5%
Cost of Generating funds (% of income)	20,930 (2.3%)	26,210 (2.4%)	27,612 (2.3%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	349,770	350,401	363,758
How many months' worth of expenditure	4.4	3.9	3.7
Reserves Policy target	237,806	268,510	294,876
How many months' worth of expenditure	3	3	3
Free reserves over/(under) target	111,964	81,891	68,882

MEETING: 24/11/2016

Ref: 13471

ASSESSMENT CATEGORY - Resettlement and Rehabilitation of Offenders

Kensington & Chelsea Citizens Advice Bureau Service

Adv: Jack Joslin

Amount requested: £96,665

**Base: Kensington & Chelsea
Benefit: London-wide**

Amount recommended: £96,700

The Charity

Kensington and Chelsea Citizens Advice Bureau (KCCAB) has been embedded in the borough for many years. The principal object of the charity is to provide centres for the supply of advice and guidance in the London Borough of Kensington and Chelsea. An independent charity that is part of the Citizens Advice Network across England and Wales, it provides free, confidential and impartial advice on issues affecting people's lives. Much of its provision focuses on Benefits, Housing, Debt and Money advice across their two sites. The charity also provides some specialist services across the borough including an advice service in HMP Wormwood Scrubs.

The Application

The charity is looking for you to support a programme under your Resettlement and Rehabilitation of Offenders priority. The project that the charity is seeking your funding for will deliver a Citizens Advice Service within HM Prison, Wormwood Scrubs. KCCAB have been delivering work with prisoners at Wormwood Scrubs since 1989. Your funding is sought to support the salary of one of the advice workers and associated running costs to work with prisoners who are transitioning 'through the gates'. The worker will provide advice to prisoners before release on accommodation, employment and financial issues both preparing them as they transition back into the community but to also take practical steps to ensure they have security of accommodation on release from prison.

The Recommendation

KCCAB is a well-established service which has been providing advice work in Kensington and Chelsea for many years. The charity has been providing specialist advice support to prisoners in Wormwood Scrubs since 1989 and has a strong track record of delivering positive outcomes in this area. Your funding is sought to support the full-time salary costs of an advice worker who has specific responsibility for working with Prisoners as they prepare to transfer through the gates. Funding is advised at:

£96,700 over 2 years (£48,000, £48,700) towards a full-time Advice Worker and associated running costs for a project working with prisoners in HM Prison, Wormwood Scrubs.

Funding History

None

Background and detail of proposal

KCCAB has been delivering work in HM Prison Wormwood Scrubs since 1989. The work started as a community outreach programme but by 1994 had grown and the organisation received funding to trial setting up a CAB service within the Prison. The

project aims to ensure prisoners have access to the same quality of service as any other citizens in the community. A new report from the Inspectorate of Probation has found that more than two thirds of offenders released from prison had not received enough help before release in relation to accommodation, employment and finances. Without sufficient preparation around these issues prisoners who are released are more likely to re-offend.

At present this project is funded in part by the Money Advice Service and a commitment to the project from the organisational reserves. The organisation is seeking funding to secure the other advice post at the prison for the next two years with a focus on delivering their 'through the gates' service working with prisoners as they transition from Prison back into the community.

Financial Information

Forecast income in the current year to 31 March 2017 is £1,165,702 of which £1,118,327 (96 %) has been confirmed by September 2016.

The organisation explained at assessment that they had reductions in funding from the Local Authority over the last 2 years. They have received funding from Kensington and Chelsea for the last 3 decades and are confident that they will not receive any further reductions over the next two years.

The cost of generating funds were not disclosed in the accounts but the organisation assured your officer that they will do so in the future and provided a figure for the current financial year. The reason why the amount is low is due to them receiving 90% of their income through statutory contracts.

Year end at 31 March	2014/15 Audited Accounts	2015/16 Draft Accounts	2016/17 Next Year Forecast
Income and Expenditure	£	£	£
Income	1,431,900	1,236,001	1,165,702
Expenditure	1,443,873	1,237,739	1,198,106
Unrestricted Funds Surplus / (Deficit)	5,618	55,309	(23,961)
Restricted Funds Surplus / (Deficit)	(17,591)	(57,047)	(8,443)
Total Surplus / (Deficit)	(11,973)	(1,738)	(32,404)
Surplus / (Deficit) as a % of turnover	(0.8%)	(0.1%)	(2.8%)
Cost of Generating funds (% of income)	0	0	6,000 (0.5%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	289,964	346,578	322,617
How many months' worth of expenditure	2.41	3.36	3.23
Reserves Policy target	360,969-721,938	309,435-618,870	299,526-599,052
How many months' worth of expenditure	3-6	3-6	3-6
Free reserves over/(under) target	(71,005)-(431,974)	37,143-(272,292)	23,091 – (276,435)

MEETING: 24/11/2016

Ref: 13482

ASSESSMENT CATEGORY - Resettlement and Rehabilitation of Offenders

The Rehabilitation for Addicted Prisoners Trust (RAPt)

Adv: Shegufta Rahman

Amount requested: £123,382

Base: Lambeth

Benefit: London-wide

Amount recommended: £123,400

The Charity

The Rehabilitation for Addicted Prisoners Trust (RAPt) was set up 26 years ago to help people with drug and alcohol dependence both in prison and in the community, overcome the grip of addiction and lead positive lives, free from drugs and crime. In 1992 RAPt founded the first drug treatment facility in a UK prison. It is now the leading provider of intensive, abstinence-based drug and alcohol rehabilitation programmes in UK prisons, and provide services to over 15,000 each year both within the criminal justice system and in the community.

The Application

Following a strategic review in May 2016, RAPt is looking to roll out Recovery Support Services for clients that have completed their intensive substance misuse abstinence-based treatment programmes who have been released from prison. The service will also be available to beneficiaries who are in an established and evidenced addiction recovery pathway and committed to abstinence. The service will be delivered through Recovery Hubs, and the London Hub was opened in July 2016. This centre allows beneficiaries to access holistic support and develop the skills and resilience to stay free from drugs and alcohol. The funding is requested to support this new service out of their London Hub in Haggerston.

The Recommendation

RAPt has established itself in delivering treatment services in prison as a route out of the cycle of addiction and crime, whilst providing on-going support on release to develop the skills and resilience to stay free from drugs, alcohol and crime.

£123,400 over three years (£40,100, £41,100, £42,200) towards the salary of a full-time Recovery Support Worker working out of the London Hub, and associated project costs.

Funding History

Meeting Date	Decision
18/03/2016	Application withdrawn – The 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.

Background and detail of proposal

RAPt delivers treatment services in 19 prisons across the country and six projects in the community, to help people overcome the grip of addiction and live a fulfilled and positive life free from drugs and crime. The National Offender Management Service (NOMS, National Reducing Re-offending Action Plan, 2004) identified seven

pathways to reduce re-offending. The Recovery Support RAPt offers provides five of these pathways directly (accommodation; education, training and employment; drugs and alcohol; finance, benefits and debt; children and families) and the remaining two indirectly (by helping people to stay clean from drugs and alcohol they improve their health; and by addressing underlying causes of addiction improve attitudes, thinking and behaviour).

In 2014 the charity undertook a 'Release Needs' study with beneficiaries using their services in prison. This identified the key areas where beneficiaries felt they needed most support on release. The Recovery Support Services have been developed to ensure each of these needs, such as basic life skills; opening a bank account, benefits advice, and paying bills, are all met.

The delivery model of the London Hub is based on partnership working and building a membership base. RAPt is able to offer training, mentoring and employment opportunities through its partnerships with organisations such as Lords Cricket Ground, Aimia, and Blue Sky. The Hub itself will harness a strong, peer-based 'recovery community' that is vital for people to get the support that they need to stay free from drugs and crime, as evidenced in a report by the National Treatment Agency for Substance Abuse (2012). Offering free membership to beneficiaries will provide a sense of belonging, social inclusion and community.

Financial Information

Forecast income in the current year is £16,245,463 of which £15,512,812 (96 %) is confirmed as at October 2016.

The charity's reserves policy is under review. At the most recent Finance and General Purposes Sub-Committee meeting, three months reserves target had gained initial consensus, but has yet to be agreed by the full Board. Currently, the organisation is confident its reserves level is sufficient to cover any expected issues, but also anticipates future forecast surpluses to build on its reserves position.

The organisation states that given the vast majority of its income is from contracts secured to provide statutory services the cost of generating funds is quite low.

Year end at 31 March	2014/15 Audited £	2015/16 Draft Accounts £	2016/17 Forecast £
Income and Expenditure			
Income	20,823,000	20,987,000	16,245,463
Expenditure	21,614,000	20,443,000	16,029,398
Unrestricted Funds Surplus / (Deficit)	(961,000)	584,000	(378,449)
Restricted Funds Surplus / (Deficit)	170,000	(40,000)	594,514
Total Surplus / (Deficit)	(791,000)	544,000	216,065
Surplus / (Deficit) as a % of turnover	(3.8%)	2.6%	1.3%
Cost of Generating funds (% of income)	337,000 (1.6%)	243,000 (1.2%)	251,662 (1.6%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	1,766,000	2,300,000	1,921,000
How many months' worth of expenditure	0.98	1.35	1.44
Reserves Policy target	5,403,000	5,111,000	4,007,000
How many months' worth of expenditure*	3	3	3
Free reserves over/(under) target	(3,637,000)	(2,811,000)	(2,086,000)

MEETING: 24/11/2016

Ref: 13512

ASSESSMENT CATEGORY - Resettlement and Rehabilitation of Offenders

Voyage

Adv: Jack Joslin

Base: Hackney

Amount requested: £100,625

Benefit: Hackney

Amount recommended: £100,700

The Charity

Voyage is a pan London organisation and charitable company based in Hackney that engages young people and their families from Black and Minority Ethnic (BME) communities with a view to reducing youth crime. The organisation was set up in 1998 under the name of the Black Police Association Charitable Trust. Historically the Metropolitan Police Service had experienced difficulties in maintaining meaningful and productive engagement with BME communities, particularly young people. The charity works to provide a vital bridge between London's black communities and the police service, increasing levels of trust and confidence and changing perceptions. In 2015 the charity changed their name and re-launched as Voyage.

The Application

The charity is seeking your funding to deliver a programme over three years for young people aged between 15 and 21 years who are engaged in the criminal justice system. 'Horizon Plus' will work with 90 young people over three years who are currently serving community orders. Based at Hackney Community college the young people will have supervised access to classes and receive one to one mentoring over the period. The project will work with young people to confront their offending behaviour and provide them with confidence and practical skills to have a more positive future.

The Recommendation

Voyage has a long history of working with young people engaged in the criminal justice system from BME communities across London. Funding is sought to deliver interventions and training with young people engaged in the criminal justice system which fits with your priority for Resettlement and Rehabilitation of Offenders. The charity will work with young people currently serving community orders to settle in the community and reduce offending behaviour. Your funding is sought to support the staff, delivery and activity costs associated with this programme. Funding is advised as follows:

£100,700 over three years (£36,000, £33,900, £30,800) for the salary of a part-time (14hpw) Project Coordinator, the cost of Tutors and Mentors, related overheads and associated costs for the Horizon Plus project.

Funding History

Meeting Date	Decision
26/11/2015	Application declined as it was incomplete and the proposal insufficiently addressed your particular criteria/outcomes and had some statutory overlaps.

Background and detail of proposal

Voyage, formerly the Black Police Association Charitable Trust re-launched and re-branded in 2014 following a significant loss of funding from the Mayor's Office for Policing and Crime (MOPAC) and the National Probation Service (NPS). This was followed by a period of uncertainty where the organisation tried to re-establish themselves as an independent organisation and diversify their funding base after losing 75% of their income.

The programme they are seeking your funding for will have a significant impact on the young people they work with. Each young person referred to the project will be screened and risk assessed before being engaged in a 10 week course where they will receive life coaching, behaviour management classes and will have a range of workshop courses from Construction to Fashion that they can choose to engage in. As a result of this project it is hoped that the young people engaged will reduce their re-offending behaviour and gain new skills using HCC's state of the art facilities allowing them to transition back into their communities.

Financial Information

Forecast income in the current year to 31 March 2017 is £217,150 of which £113,821 (52%) has been secured by October 2016. The organisation has included the City Bridge Trust in their income projection.

Cost of generating funds was not disclosed in the organisation's accounts and they have confirmed that this will be included in the future. They have given an amount for the current financial year which reflects the money they have spent on a fundraiser as well as part of their director's time.

The actual reserves targets to date considered by the Trustees has varied between £25,000 and £30,000 which is lower than the figures calculated below using expenditure. The lower level arises as the organisation notes that their approach is not to commence projects until funding is in place.

Year end at 31 March	2014/15 Independent Examined Accounts	2015/16 Draft Accounts	2016/17 Next Year Forecast
Income and Expenditure	£	£	£
Income	101,355	159,660	217,150
Expenditure	180,073	148,795	203,102
Unrestricted Funds Surplus / (Deficit)	14,418	6,012	11,250
Restricted Funds Surplus / (Deficit)	(93,136)	4,853	2,798
Total Surplus / (Deficit)	(78,718)	10,865	14,048
Surplus / (Deficit) as a % of turnover	(77.7%)	6.8%	6.5%
Cost of Generating funds (% of income)	0	0	37,622 (17.3%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	60,253	67,378	78,628
How many months' worth of expenditure	4.1	5.4	4.6
Reserves Policy target	45,018	37,197	50,775
How many months' worth of expenditure	3	3	3
Free reserves over/(under) target	15,235	30,181	27,853

MEETING: 24/11/2016

Ref: 13366

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

Federation of City Farms & Community Gardens

Adv: Tim Wilson

Base: Outside London

Amount requested: £182,020

Benefit: London-wide

Amount recommended: £180,000

The Charity

The Federation of City Farms and Community Gardens (FCFG) is the national umbrella organisation for more than 1,200 local groups. It provides technical support to its members, as well as showcasing and representing the value of their work to decision makers. London is a significant part of FCFG's network with 19 city and school farms, 199 community managed gardens and 17 groups in development. It is estimated that these London groups attract 750,000 visitors each year.

The Application

In summer 2015 FCFG conducted a membership consultation exercise in London to identify priority support needs. Support to improve monitoring and evaluation, financial management, and volunteer management were the most common requests, with members citing challenges of a more competitive funding environment, the need to generate more of their own income, and administrative challenges such as Disclosure and Barring Service checks before engaging volunteers. Recognising that the members, collectively, hold a good store of knowledge, FCFG seeks funding to recruit a dedicated support worker who will coordinate a peer-to-peer learning network, as well as providing training and outreach support services.

The Recommendation

This project has been developed following a comprehensive needs assessment, and is designed to improve the exchange of knowledge between members. There are several larger London members who are well-positioned to support their smaller colleagues and who will be properly resourced to do so through this grant. In addition, a dedicated worker can deliver personalised services depending on the specific needs of the individual city farm or community garden. The charity will document best practice lessons throughout so learning is captured and legacy can be sustained following the end of the grant term. Funding is advised as follows:

£180,000 over three years (3 x £60,000) for a learning and support programme to London-based City Farms and community gardens.

Funding History

Meeting Date	Decision
13/02/2013	£11,900 for the provision of 10 training courses over two years and the printing, distribution and launch of a London Map.
28/04/2011	£80,000 over a further and final two years towards the London Regional Organiser post.
03/04/2008	£120,000 over three years towards the continued sustainability and development of city farms and gardens across London.

Background and detail of proposal

Previous awards to FCFG, made under the Trust's Growing Localities, Working with Londoners and Main Grants programmes have supported network expansion and efforts to broaden the appeal of the organisation's work to a wider range of communities. Monitoring reports have been consistently good, and the site quality of many members is testimony to the time and energy that local volunteers commit to these 'green oases'. The network now operates in a far more challenging environment, with funding harder to come by, health and safety legislation more onerous, and a growing demand for services. Some of the larger farms, such as Spitalfields, Kentish Town and Vauxhall, have made a series of innovations that would benefit the wider network, but, with small staff teams, it would be very difficult for them to do so without disruption to their own operations. This proposal will allow a dedicated worker to coordinate learning and plan legacy, and to resource larger groups to support their peers.

Financial Information

At 17th October FCFG advised it had confirmed £797,937 of its 2016-17 income (89%). FCFG expects to fall slightly short of its minimum target for free reserves until the end of the current year, but a level equivalent to 2.5 months' worth of expenditure is not a cause for concern, particularly since the charity is making expenditure savings to stabilise its position.

The charity advises that it achieves a relatively low cost of generating funds because it does not employ a dedicated fundraiser. Instead, it calculates cost based on a proportion of management staff time. However, FCFG recognises that the calculation does not currently include the portion of overheads attributable to those staff, and so the figure is somewhat lower than the reality. FCFG is working to review the presentation of future accounts and will include support costs and overheads in this line in coming years.

Year end at 31 March	2014-15 Audited £	2015-16 Draft £	2016-17 Forecast £
Income and Expenditure			
Income	995,824	888,122	894,822
Expenditure	967,920	947,135	894,822
Unrestricted Funds Surplus / (Deficit)	(51,147)	(20,516)	0
Restricted Funds Surplus / (Deficit)	79,051	(38,497)	0
Total Surplus / (Deficit)	27,904	(59,013)	0
Surplus / (Deficit) as a % of turnover	2.8%	(6.6%)	0.0%
Cost of Generating funds (% of income)	22,216 (2.2%)	25,110 (2.8%)	18,217 (2.0%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	202,468	185,881	185,881
How many months' worth of expenditure	2.5	2.4	2.5
Reserves Policy target	241,980 – 483,960	236,781 – 473,562	223,704 – 447,408
How many months' worth of expenditure	3 – 6	3 – 6	3 – 6
Free reserves over/(under) target	(39,512 – 281,492)	(50,900 – 287,681)	(37,823 – 261,527)

MEETING: 24/11/2016

Ref: 13514

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

Kingston Voluntary Action

Adv: Sandra Jones

Base: Kingston

Amount requested: £161,987

Benefit: Several south London boroughs

Amount recommended: £136,000

The Charity

Kingston Voluntary Action (KVA) is the Council for Voluntary Service (CVS) serving the Royal Borough of Kingston. Working with a wide range of organisations the charity provides support and development services to the sector including liaison, capacity building and community engagement. KVA also undertakes representation and partnership work, funding advice, subsidised training, co-ordinates local projects such as the Volunteer Centre and provides technical and comms support and training.

The Application

In October 2013, your Committee agreed a three year grant as a consortium bid of six CVS's across South London led by KVA for a Superhighways project. This project provides a range of tailored services to enable the sector to fully realise the benefits that technology can bring. The request is for a 0.4 Superhighways Manager, two project workers (0.6 each), digital intern (0.4) and a contribution towards running costs.

The Recommendation

The Superhighways project offers a strategic approach to meeting the ICT needs of the sector, an area that the voluntary and community sector finds challenging, with many organisations lacking the technical, managerial and strategic approach to meet this need. Over the preceding three years this project has exceeded its targets and the demand for ICT services has increased. The project is looking to cover an additional four boroughs in South London, namely Lewisham, Southwark, Lambeth and Greenwich. The level of grant recommended is less than requested and in line with the previous grant of £65,000 per annum.

£136,000 over two years (£67,000; £69,000) to fund the salary costs of a 0.4 FTE Superhighways manager, one project worker (0.8FTE) and associated running costs, for the continued delivery of the Superhighways Project.

Funding History

Meeting Date	Decision
03/10/2013	£195,000 over three years (3 x £65,000) towards Superhighways, an ICT project supporting voluntary and community organisations in six boroughs in South London.
28/07/2011	£140,000 over three years (£47,000; £47,000; £46,000) towards the salary and associated running costs of a Capacity Building Manager subject to the receipt of satisfactory account for 2010/11.

Background and detail of proposal

You have funded KVA on several occasions, the most recent being the current consortium bid of Superhighways. The project currently works closely with the

Development Workers at each of the CVSs in the six boroughs (Richmond, Kingston, Croydon, Merton, Sutton, and Bromley) and is strategically linked to the South London CVS partnership. This proposal will be expanding to a further four boroughs. Many voluntary and community organisations, especially smaller ones, struggle with ICT and the purpose of this project is to help build their capacity around ICT and through a range of services including ICT health checks; on site help and remote access technical support; and a helpdesk to support trouble-shooting and procurement advice.

The project will continue to deliver a mix of intensive one-to-one support for voluntary organisations combined with information and awareness raising about how ICT can help the voluntary and community sector be more efficient, for example with monitoring and evaluation systems. Where possible the project will work with other strategic projects at a borough level. Although your officer is recommending funding at the current level, KVA will still be able to expand to the other boroughs.

Financial Information

Forecast income in the current year is £925,793 of which £638,176 (69 %) is confirmed as at 31 October 2016.

The 2015/16 figures are for an 11 month period as KVA transferred its assets and liabilities to a new CIO vehicle with a March rather than April year end. This transfer has also impacted (downwards) the level of its unrestricted free reserves for this period, due to adjustments necessary under accounting regulations and valuations required including in respect of its defined benefit pension liability.

The cost of generating funds is not disclosed in the accounts. However the charity has estimated that 14% of staff time is taken up with generating funds as shown in the table below.

Year end at	2014/15 Audited Accounts 13 months - 30 April £	2015/16 Draft Accounts 11 months-31 March £	2016/17 Current Year Forecast Year to 31 March £
Income and Expenditure			
Income	976,660	1,120,234	925,793
Expenditure	1,000,207	815,966	879,960
Unrestricted Funds Surplus / (Deficit)	(8,388)	139,414	12,840
Restricted Funds Surplus / (Deficit)	(15,159)	164,854	32,993
Total Surplus / (Deficit)	(23,547)	304,268	45,833
Surplus / (Deficit) as a % of turnover	(2.4%)	27.2%	5.0%
Cost of Generating funds (% of income)	140,029(14%)	114,235(10%)	123,194 (13%)
Free unrestricted reserves			
Unrestricted free reserves at Year End	98,952	72,533	85,373
How many months' worth of expenditure	1.19	1.07	1.16
Reserves Policy target -3 months of income	225,000	203,991	219,990
How many months' worth of expenditure	2.7	3	3
Free reserves over/(under) target	(126,048)	(131,458)	(134,617)

Committee: The City Bridge Trust Committee	Dated: 24 th November 2016
Subject: Stepping Stones	Public
Report of: Chief Grants Officer	For Decision

Summary

This report sets out the 17 recent grant approvals made under the recently concluded 3rd round of Stepping Stones – the City Bridge Trust (CBT) grants programme, run in conjunction with UBS bank that helps charities to investigate their potential for social investment. It also provides an update on past and current investees and recommends that a business case be prepared to ensure that the correct resource be allocated to support a fourth round of the programme and to fund an evaluation of the work to date. This evaluation will be an important input into the 5 year CBT strategy review.

Recommendations

- a) That Members approve £500,000 in principle for a fourth round of Stepping Stones subject to confirmation by officers at your January 2017 meeting as to whether this comes from your 2016-17 or 2017-18 grants budget
- b) That Members support the production of a business case to ensure that the correct resource is in place for programme administration and evaluation for the new round
- c) That officers seek match funding from partner organisations towards this fourth round
- d) That the Risk Finance strand of Stepping Stones be discontinued
- e) Subject to a full proposal to January 2017 meeting, that the Trust trial a new invitation-only strand for Stepping Stones which provides bespoke assistance.

Main Report

Stepping Stones Fund

Background

1. In November 2014, following your agreement, the CBT Stepping Stones Fund was launched. The grants programme helps charities to investigate their potential for social investment. It is designed as a potential 'stepping stone' between your Investing in Londoners grants programme and the Social Investment market, including the City of London Social Investment Fund (which is governed by the Social

Investment Board and managed by CBT officers working with Chamberlains).

- Over the three rounds the Stepping Stones Fund has supported 49 organisations with grants totalling £2.2m. The Fund is now co-funded by UBS bank.

3rd & Most Recent Stepping Stones Fund Round

- Round three of the Fund has just been completed following assessment panels populated by a mixture of CBT and UBS officers. Representatives from The Clothworkers and the Lloyds Bank Foundation also joined the assessment panels.
- Organised into discrete funding cycles, each round of Stepping Stones has been oversubscribed. The third round has recently been completed with 77 applicants requesting a total of £3.9m. The programme is designed to allow a 'first filter' of proposals to give quick responses to applicants who are unlikely to succeed at panel interview.
- You received notice of 47 applicants who were rejected in this manner at your September meeting. Not only does this minimise wasted application time, it also ensures that organisations can benefit from feedback that helps them with subsequent bids, should they choose to do so. Several awards made in the current round were improved bids based on unsuccessful requests in previous funding cycles.
- Funding was agreed to the following 17 organisations with grants up to £50,000 and totalling £700,000 (the full grant allocation):

Strand 1: Capacity building

Organisation	Amount
East London Advanced Technology Training	£50,000
OnSide Youth Zones	£50,000
Community Drugs and Alcohol Recovery Services	£50,000
Community Links Trust Ltd	£50,000
Mayor's Fund for London	£50,000
Hackney Empire Limited	£48,000
Volunteer Centre Greenwich	£41,700
Social Enterprise UK	£40,000
Sutton Community Farm	£35,300
Action West London	£27,000
One Planet Ventures (now trading as Hatch Enterprise)	£18,800
<i>Sub-total</i>	<i>£460,800</i>

Strand 2: Piloting outcomes

Organisation	Amount
The Mix	£50,000
Thames Reach Charity	£47,000
Changing Paths Charitable Trust	£46,500
The Bike Project	£40,000
Positive East	£35,000
Organiclea	£20,700
Sub-total	£239,200

Strand 3: Risk Finance

None	£0
Sub-total	£0

Grand Total

Grand total:	£700,000
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7. Details of these awards are included in the CGO report elsewhere in your papers for this meeting, as part of the schedule of approvals made under delegated authority.

Current Investees

8. So far nine Stepping Stones grantees have completed their projects. Two (Pure Leapfrog and Deptford Reach) are already approaching social investors with the former having secured £15m for a renewable energy fund. Three have identified social investment as part of their future growth strategy pending work on further development activities, and four have concluded that social investment would not currently work for them. These are all positive outcomes for the programme, since it is intended to offer 'safe space' in which organisations can test their ideas before taking on any balance sheet liabilities. Forty Stepping Stones projects remain active or have yet to start and the Trust will continue to monitor the progress they make.
9. Apart from the work that grantees have done to explore social investment several have also reported that Stepping Stones funding has helped them to increase revenue, improve impact measurement, develop new products, learn new skills and make valuable new contacts through expanding their networks. Additionally, there has been progress as organisations engage social investors and learn more about what they need to take a successful idea to market. The Trust and UBS plan to strengthen this latter outcome by arranging a 'meet the investor' event early in 2017.

10. The partnership with UBS has been notably strong. Nearly 100 corporate volunteers from across many of the bank's departments have participated in pre-interview coaching as well as the selection panels, and senior managers have joined the Chairman, Deputy Chairman and Chief Grants Officer in reviewing grant recommendations (as above). Stepping Stones is seen as a good fit with UBS' broader interest in social enterprise and social investment, and the bank has reported that its staff have enjoyed their involvement in the process.

Future Plans

11. Consultation with other funders and social investment intermediary organisations; the growing value of applications received at each round (respectively £1.8m, £2m and £3.8m); and the outcomes referred to above in respect of existing investees indicates there is merit in maintaining the programme.
12. You are therefore asked to approve, in principle, £500,000 of your grants budget for a fourth round of Stepping Stones. Subject to a review of the pipeline of Investing in Londoners applications, officers will confirm at your January meeting whether this sum should be from your 2016-17 or 2017-18 grants budget. The Trust will seek to increase the total pot by raising match funding from partner organisations. If approved by Committee and if partnerships can be finalised within the coming weeks the Trust will aim to launch the new round in February 2017.
13. At the same time, given the number of active grantees in the programme and the prospect of round 4 and managing the evaluation, you are recommended to support the preparation of a business case to determine the correct resources for the management and administration of the programme.
14. If you agree to maintain the programme, you are also asked to approve a change to the current programme criteria, building on experience to date. Stepping Stones has three strands, but the first two (*Capacity Building* and *Piloting Outcomes*) are notably more popular than the third (*Risk Finance*). So far only five organisations have applied for *Risk Finance* funding and only one award has been made. This issue has been discussed with the programme's external advisory group and the problem arises largely due to the difficulty working within the Trust's grant-making timeframe. Additionally, the recent launch of a new scheme from another funder (the Access Fund's Reach Programme) overlaps with the focus of Stepping Stones' *Risk Finance* strand. Officers propose the *Risk Finance* strand be discontinued.
15. In its place, the Trust proposes to trial an invitation-only support strand for charities with revenue-generating potential who might be suitable candidates for Stepping Stones, and for those who have completed their Stepping Stones grant and now need some further help to take

their idea to market. The detail of this new element would be presented for approval by Committee at the January 2017 meeting.

16. Beyond another round, Stepping Stones is also providing helpful input into the Trust's 5 year strategic review as it considers how it might offer charities support through a variety of funding channels and how it might work with other sectors. It is proposed that both to enhance the learning for ourselves and others an evaluation of Stepping Stones is undertaken at the time of the proposed round four stage. Resourcing of this will be included within the proposed business case noted above.

Recommendations:

- a) That Members approve £500,000 in principle for a fourth round of Stepping Stones subject to confirmation by officers at your January 2017 meeting as to whether this comes from your 2016-17 or 2017-18 grants budget
- b) That Members support the production of a business case to ensure that the correct resource is in place for programme administration and evaluation for the new round
- c) That officers seek match funding from partner organisations towards this fourth round
- d) That the Risk Finance strand of Stepping Stones be discontinued
- e) Subject to a full proposal to January 2017 meeting, that the Trust trial a new invitation-only strand for Stepping Stones which provides bespoke assistance.

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Committee(s)	Dated:
The City Bridge Trust Committee	24 th November 2016
Subject: Support into employment for disabled people	Public
Report of: Chief Grants Officer	For Decision

Summary

This report sets out proposals for implementing a programme of support targeted at helping disabled people into employment.

Recommendations

Members are asked to:

- a) Discuss and agree the proposed focus and principles of this funding
- b) Instruct your officers to present specific recommendations for funding to your Committee in early 2017

Main Report

Background

1. In July 2015, in the City Bridge Trust's 20th Anniversary year, the Court of Common Council agreed an uplift to the CBT core grants budget, equating to an extra £3m in 2105/16; an extra £4m in 2016/17; and an extra £5m in 2017/18. These additional funds were to be used to provide a 20% lift of your Investing in Londoners grants programme and to support specific areas of interest, including strategic funding to support the most disadvantaged into work.
2. Your Committee agreed that 40% of the additional annual sums be set aside for "*grants, on a pro-active, strategic basis, to support the most disadvantaged Londoners towards/into employment*". This equates to £1.2m in 15/16; £1.6m in 16/17 and £2m in 17/18. As no funds were committed last financial year, the amount currently available for this particular stream is £2.8m, with an additional £2m being added in 2017/18. It has been agreed that these funds be targeted at disabled people and those with mental health problems.

Current Position

3. Statistics from the Department for Work & Pensions in 2014 show that there are over 11m people in Great Britain living with a limiting long term illness, impairment or disability. According to the Labour Force Survey, disabled people are now more likely to be employed than they were in 2002, but disabled people remain significantly less likely to be in employment than non-disabled people.

The Government's recent publication *Work, health and disability green paper: improving lives* (October 2016) states that there are 48% of working age disabled people in work compared to 80% of non-disabled people and that only 8% of employers report that they have recruited a disabled person or someone with a long-term (1 year or more) health condition.

4. Through your long-standing support for disabled people's independence – indeed, since the Trust commenced grant-making in 1995 - you have established a deep and informative portfolio of organisations which, in one way or another, have helped disabled people access and sustain employment. You have funded very many horticultural training schemes, for example; and numerous social enterprises which provide catering services by skilling and supporting disabled people. You have funded a range of infrastructure bodies to support disabled people's organisations across the capital; whilst your 20+ year commitment to improving access to buildings and services has helped London become more inclusive for more people. It is fitting, therefore, that you seek to improve access to meaningful and sustainable employment for disabled people as it will reduce poverty and its associated ills such as poor mental and physical health, low self-esteem and will encourage a sense of belonging and purpose.
5. You are currently funding a number of organisations which are doing very good work in helping disabled people into, and in, employment. *Action for Kids* has achieved some excellent outcomes in its work with young people with learning disabilities; whilst *Muscular Dystrophy UK* (MDUK) has made great strides through offering supported work experience to a cohort of physically disabled adults. There are many others, of course, including many schemes which provide horticultural training or catering skills for example. Equally, there are some employers which are at the forefront of being disabled-friendly (eg Barclays, Fujitsu, Sainsbury's) but no-one would deny that more could be done.
6. Over the past several months your officers have been talking to disabled people's organisations and to relevant infrastructure bodies to understand more fully where the gaps are in supporting disabled people into employment; where the opportunities may lie; and, more importantly, where the Trust could make a difference. Contacts made through the Lord Mayor's *Power of Diversity* programme have been very valuable as well. Your officers have also worked with colleagues in the Corporation's Economic Development Team in the development of their employability strategy to ensure appropriate links are made.
7. In broad terms, we have identified three key areas on which to focus:
 - helping disabled people access work opportunities through reducing the barriers they may face
 - encouraging and supporting more employers to offer more – and more meaningful - opportunities
 - improving the pathways which connect potential employers with potential employees.
8. To make progress on these issues, in the first instance, it is sensible to build upon what already exists.

Issues and Options

9. Improving the pathways between disabled people and potential employers can take many forms but there is no doubt that work which improves the understanding between both sides and of their respective needs can help create more and more meaningful opportunities. Organisations such as Business Disability Forum (BDF) (see para 11 below) can do this to a certain degree but there is also a role for disabled people's organisations themselves, such as *Inclusion London*. Their knowledge of, and access to, the disabled community is a somewhat untapped resource at present and they are well placed to be a broader voice for their members and to influence policy as well as practice on employment issues.
10. In the many discussions held and gatherings attended over the past several months the value of work experience has been clearly stated, particularly by disabled people themselves. Individuals see it as a way of getting a foot in the door and of showcasing their abilities whilst, for employers, it can reassure them that wholesale changes are not needed to become more disabled friendly. MDUK, which you currently fund, has run a successful work experience programme for several years but it advocates for a model which deviates from the standard 1-2 week placement as, more often than not, this just leads to the individual being allocated uninspiring and basic administrative tasks (eg endless filing and photocopying). MDUK (and others) advocate for longer periods of engagement, even if for just 2 days per week, as that means the individual is more likely to work on a project over time. This model also enables the host organisation (and its people) to integrate the disabled person more fully.
11. The needs of employers are equally important in this issue. Many are doing very good work whilst many would like to do more but do not really know how, or are worried about what might be involved. Therefore, sharing good practice amongst employers and celebrating success is very important in helping to create new opportunities for disabled people as more employers will feel confident about taking that first step. One of the key organisations working in this arena is BDF, a not-for-profit member organisation that makes it easier and more rewarding to do business with and employ disabled people. BDF provides pragmatic support by sharing expertise, giving advice, providing training and facilitating networking opportunities.
12. Disability takes many forms and so the barriers disabled people can face are multitudinous and may include those which would fall outside the immediate scope of the Trust (eg inaccessible public transport). The best way of determining such barriers, and therefore the potential solutions, is to enable disabled people themselves (and those who may advocate for them) to have a voice. There are also practical steps which can be supported. For example, *Action for Kids'* work in supporting young adults with learning difficulties has demonstrated the clear need for, and advantage of, travel training – whereby an individual is given the skills and confidence to get to and from a place of work on their own and, more importantly, to be able to take an alternative route if their normal journey is disrupted in any way. Grants for travel training used to be quite common amongst independent funders several years ago but has fallen by the wayside somewhat.

Specific support for it could now be a valuable component of the Trust's initiatives.

13. For those organisations which provide for young disabled people it is often taken that the upper age limit is 25 – an age cap that is also reflected in (and perhaps driven by) the limits set by funders. Several charities have said that some young people for one reason or another do not access any type of support until their early twenties and so it would be sensible to support (ie fund) work for those aged up to 30. This would be particularly valuable in schemes which are employment related.

Proposals

14. This report does not set out specific plans to allocate the £2.8m currently available but, instead, recommends the broad focus and key principles for investing some of those funds in a series of initiatives to support disabled people into, and in, employment.
15. Your support should focus on helping younger people/young adults aged between 16 – 30. Whilst unemployment for disabled people of all ages is higher than it should be, the Trust cannot make reasonable inroads into this issue unless it narrows its focus in some way. Concentrating on the younger element will be more in keeping with much of your previous work in helping disabled people in transition and will draw on your existing expertise and relationships established over many years.
16. You should invest further in those charities which – from recent or current funding – you know to be making good progress in this area. Organisations such as Action for Kids, Muscular Dystrophy UK, Scope, etc should be considered for funding to scale up their tried-and-tested programmes.
17. You are advised to support the Business Disability Forum (subject to receiving a satisfactory proposal) to scale up its excellent and unique work in providing employers with the skills, resources and opportunities to share best practice and to increase the quantity and quality of opportunities for younger disabled people.
18. You are advised to consider supporting organisations/work (such as Inclusion London) which increases and improves the links between employers and disabled Londoners.
19. You are advised to support initiatives which increase the quantity and quality of work experience opportunities for younger disabled people.
20. Sustainable progress on this issue is more likely to be achieved through investment over time rather than a “quick fix”. You are advised, therefore, to consider 5 year funding of projects where assessment supports such investment, but that individual and collective progress is determined and aided by independent, formative, evaluation. Where possible such evaluation should be used to inform policy makers, particularly government, independent funders, business and organisations working in this area.

Next Steps

21. Pending your consideration of the recommendations above, your officers will arrange a round-table meeting in December with some of the organisations mentioned in this report and key personnel from within the City Corporation (eg EDO) linking through to employers, to take your recommendations forward.
22. Following that meeting and other consultations as required, a report will come to your Committee in early 2017 outlining specific proposals for allocating the funds available. This may include the framework for a time- and funds-limited “open” programme for applications under specific priorities.

Ciaran Rafferty

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Committee	Dated:
The City Bridge Trust Committee	24 th November 2016
Subject: Applications recommended for rejection	Public
Report of: Chief Grants Officer	For Decision

Summary

This report and the accompanying schedule outlines a total of 19 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 19 applications (excluding those under the Stepping Stones scheme) recommended for rejection at this meeting. They are listed within categories in the accompanying schedule. In each case the “purpose” that is used to describe the application is that provided by the applicant organisation. All the recommendations are based on criteria set out in your Policy Guidance.
2. Copies of these application forms are available to view in the Members’ Reading Room. If any Committee Member wishes to query any of the recommendations, this can either be done at the meeting, in which case the decision may be deferred while full details are provided to the Member concerned, or by contacting the Trust office in advance of the meeting so that an explanation can be provided prior to or at the meeting.

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CBT iIL Recommended for Rejection
The City Bridge Trust Committee – 24th November 2016
Summary of Recommendations for Rejection - Investing in Londoners

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<u>English for Speakers of Other Languages</u>				
13377 Action West London	To empower individuals with no or limited English to improve their lives, widen their community networks and access mainstream services through innovative ESOL training .	The overall direction of this organisation is weighted towards employability, which you are supporting through your Stepping Stones Fund at this Committee. Several aspects of this proposal would not fit within your priorities for ESOL.	£99,394	SAR Ealing
13656 Axis Educational Trust	Axis Educational Trust would like provide English, ICT and Skills for Life courses for unemployed immigrant people in Enfield.	Returns to the Charity Commission have been filed late for each of the past 3 years, which repeats earlier problems with compliance and which suggests poor governance.	£58,674	CR Islington
13459 The Starting Out Charity	To help newcomers to London improve their skills and confidence by bringing them together with their English speaking neighbours at our fun social learning sessions	The delivery of the proposed ESOL project does not meet your criteria for ensuring high quality tuition delivered by qualified tutors. Some of the costs requested fall outside your priorities.	£95,200	CR Islington
<i>Total English for Speakers of Other Languages (3 items)</i>			£253,268	
<u>Improving London's Environment</u>				
13521 Bonny Downs Community Association	To inspire schools and residents to engage with food growing and environmental education opportunities in order to improve health, education and wellbeing for our community.	This organisation has presented documents as part of its application that have financial inconsistencies; it also does not currently have a lease for the site on which the proposed activities are to take place.	£99,813	JNM Newham

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
13694 Farming and Countryside Education (FACE)	Recruit a FACE Consultant to work with London schools, resulting in pupils' increasing knowledge of food production and improved wellbeing through growing and greening initiatives.	The principal activity of this project is the provision of training to teachers, which falls outside your priorities.	£106,250	CR Outside London
13463 Green Corridor	Green Corridor is seeking funding to go towards the salary and core costs of employing a Volunteer Coordinator	This application relates primarily to the benefits of volunteering. As such it does not sufficiently address your programme outcomes for Improving London's Environment.	£46,900	JXM Hillingdon
<i>Total Improving London's Environment (3 items)</i>			£252,963	
<u>Improving Londoners' Mental Health</u>				
13655 Family Lives	To provide a mentoring project in schools supporting young people experiencing mental health and emotional issues to to manage their difficulties and improve emotional wellbeing.	The applicant is not a specialist mental health provider, which is one of your criteria. Additionally the project, based in schools, is reliant on volunteer mentors, but with no requirement that they have experience/ skills in mental health work.	£169,067	TB Croydon
<i>Total Improving Londoners' Mental Health (1 item)</i>			£169,067	
<u>Making London More Inclusive</u>				
13537 Community Sports Coaching Foundation	To run a specialist trampoline Rebound Therapy programme for disabled children in inner city London to improve their physical and mental well-being.	The proposal is to work in a single special school for those pupils and with no reference to including a wider community. The proposed programme is therapy based and therefore does not meet the criteria of supporting access to sport.	£72,000	CR Bromley

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
13546 Venue 28	Funding to install a lift to give access to all floors in the building	This organisation's principal object is to advance religion. The building, for which funding for access works is requested, appears to be largely used by private hirers as opposed to broader community use. The applicant does not run any community activity directly.	£100,000	JNM Bromley
<i>Total Making London More Inclusive (2 items)</i>			£172,000	
<u>Making London Safer</u>				
13669 Aanchal Women's Aid	Empowerment workshops, individual therapy sessions and one-to-one support for 180 South Asian survivors, increasing self-esteem, well-being and independence and empowering them to leave abusive relationships.		£106,863	TB Newham
13638 Community Safety Patrol	To fund the setting up of an office and contribute towards the operational costs of ShomrimUK.	Although a worthy cause, the core purpose of this request does not fully meet your criteria, whilst most recent accounts show negative free reserves.	£45,000	CR Hackney
13657 Safe Partnership Limited	Safe at Home Newham will provide domestic abuse and sexual violence victims with rapid access to home security that reduces their risk of repeat victimisation.	The main purpose of this request is to supply and fit home security hardware to individual homes and, as such, does not meet your criteria.	£232,421	CR Outside London
<i>Total Making London Safer (3 items)</i>			£384,284	

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<u>Older Londoners</u>				
13569 Asthma UK	To cover Helpline costs ensuring that Asthma UK's specialist nurses can continue to dispense expert advice to empower older Londoners to manage their asthma properly.	The application is for a contribution to the running costs of a helpline for the general public rather than for a dedicated project exclusively targeting older people and able to evidence either that your programme outcomes are met or that discernable longer-term benefits would accrue to older helpline callers	£60,000	TB City
13507 Lambeth Elderly Association from Vietnam	LEAV wishes to combat isolation and promote wellbeing among Londoners aged over 75 by providing advice, befriending, health talks, peer support sessions and dance classes.	The grant if awarded, would equate to more than 50% of the organisation's turnover. Free reserves held, as shown in most recent independently examined accounts, are very low.	£53,532	SD Lambeth
<i>Total Older Londoners (2 items)</i>			£113,532	
<u>Reducing Poverty</u>				
13670 Dress for Success Greater London	To fund volunteer expenses and running costs to enable us to continue to provide dressing, interview preparation and wraparound support services to unemployed women.	The proposal is to support women into work through building confidence and self-esteem providing interview outfits and interview preparation and as such falls outside your criteria.	£60,000	SFJ Tower Hamlets
13447 Ronald McDonald House Charities	To fund the cost of supporting London based families with sick children in Hospital, easing long term financial hardship and the socio/economic circumstances of children.	The application is to provide accommodation to families of children requiring specialist hospital care and does not sufficiently meet your criteria under the Reducing Poverty programme.	£74,698	JGC Southwark
<i>Total Reducing Poverty (2 items)</i>			£134,698	

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<u>Strengthening London's Voluntary Sector</u>				
13640 Bromley Children and Families Voluntary Sector Forum	Responding to local need we aim to provide tailored training around online safety, behaviour management and Makaton communication to help strengthen the voluntary sector.	The annual sum requested is more than 50% of the organisation's turnover. The works proposed do not all meet your criteria.	£41,724	CR Bromley
13277 Ealing CVS	To enable organisations to develop robust financial management systems, monitoring, evaluation and impact reporting procedures.	Detailed investigation into the organisation and the proposals raises concerns about the fit to your programme 'Strengthening London's Voluntary Sector', and its ability to decline the required outcomes.	£109,947	JXM Ealing
13543 Law Centres Federation	Driving Better Data for London Law Centres: improving impact capture and demonstration for LCs and partners and, through this, improving advocacy for local disadvantaged people.	This generously costed project is ambitious in its stated aims, but the proposal does not commit to deliver significant outcomes relevant to your priorities. This, together with methodological and logistical issues, indicates that the ambition to provide robust evidence of legal and associated needs across London is unlikely to materialise.	£199,570	TB Camden
<i>Total Strengthening London's Voluntary Sector (3 items)</i>			£351,241	
Grand Totals (19 items)			£1,831,053	

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Committee	Dated:
The City Bridge Trust Committee	24 th November 2016
Subject: Unsuccessful Stepping Stones applications	Public
Report of: Chief Grants Officer	For Information

Summary

This report and the accompanying schedule outlines a total of 10 grant applications to the Stepping Stones fund that, for the reason(s) identified, were declined by the Chairman, Deputy Chairman and Chief Grants Officer under delegated authority further to the Committee's agreement of 28th January 2015.

Recommendation

Members are asked to:

- Note the grant applications detailed in the accompanying schedule

Main Report

1. There are a total of 10 applications to the Stepping Stones fund which were declined under delegated authority following recommendations by your officers. They are listed 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.

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Stepping Stones Rejections

Stepping Stones – round 3

Summary of Rejected Applications

Ref Purpose Organisation		Reason for Rejection	Amount Requested	Grants Officer & Area
<u>Stepping Stones</u>				
13574 Bikeworks CIC	To implement a pilot to test the feasibility of securing social investment through a franchise model, to grow our highly successful inclusive cycling programme.	The organisation wishes to build on its well-regarded All Ability cycling clubs through a franchise model. The panel was concerned by the high capital costs not only of the pilot but also the subsequent franchise operations and questioned if this was realistic. In discussion with the applicant it became clear that Bikeworks was not considering social investment for itself, but rather for franchise holders. As such the panel concluded that the proposed work fell outside the aims of the Stepping Stones Fund.	£50,000	Tim Wilson Tower Hamlets
13600 Business Launchpad	To pilot a youth-led social business model in order to generate additional revenue for the charity.	A well-regarded youth enterprise incubator in South London. The proposal was for development of four youth-led business ventures, based on income projections which the panel considered to be unrealistic. The panel did not believe that the enterprise activities would be suitable for social investment at the end of the proposed work, and that if Business Launchpad wished to re-submit its ideas at a future round it should focus on its plans for co-working space with particular attention to how the model might be replicated elsewhere.	£48,768	Tim Wilson Wandsworth

Ref & Organisation	Purpose	Reason for Rejection	Amount Requested	Grants Officer & Area
13581 Hackney Community Law Centre	To develop, launch and evaluate a pilot app to help trusted people to help others in need to find the best advice provider for them	At the end of the 18 month period, the charity would have developed an app, however the proposal was not testing the commercial viability of the product, nor was it exploring what interest there would be from investors. They has also made assumptions that they would be able to sell the app to 10 local authorities, but had not tested this assumption.	£49,112	Sandra Jones Hackney
13597 London Play	The children's charity London Play wants set up a playground design trading arm to generate non-ringfenced income	Your assessors felt that the current skills and expertise available to the organisation in-house were not sufficient to deliver the proposed model.	£40,000	Shegufta Rahman Islington
13625 New Choices for Youth	To create necessary structures to deliver NVQ training to marginalised young people, leading to competing for large payment by results contracts that require social investment.	A youth organisation with a long history of delivering training and programmes for young people. The proposal submitted looked to develop the organisations capacity to deliver NVQs and be contract ready. The proposal was overly ambitious and it was not clear that all of the milestones could be achieved in the proposed timeframe.	£1	Jack Joslin Newham
13586 PAC-UK	Building capacity for developing and managing new income sources and formats as a means to achieve greater impact.	A leading charity with strong reputation in the adoption services sector. The proposal they submitted is a general capacity building bid focusing on contract-readiness; it did not present sufficient evidence on about the need and role for social investment in the future.	£63,500	Eva Varga Camden
13607 School of Hard Knocks	To trial a new, more targeted type of employability provision, which would widen our scope to win new contracts and social investment.	A young ambitious organisation with an innovative methodology that was judged too early stage for social investment. A core grant from grant funders could be more appropriate at this stage to consolidate their business model.	£39,397	Eva Varga Hackney

Ref & Organisation	Purpose	Reason for Rejection	Amount Requested	Grants Officer & Area
13608 Streets of Growth	To develop Turning the Tables (TtT) into a self-sustaining Social Enterprise providing a practical solution to youth unemployment, disengagement and regeneration challenges in East London.	Following a successful stage one application, the organisation was invited to submit a more detailed proposal ahead of panel review. No further information was received by the Trust by the deadline, and the application is therefore recommended for rejection.	£49,413	Tim Wilson Tower Hamlets
13614 The Access Project	To employ a School and Business Partnerships Manager who will significantly increase our charitable contracted income by expanding our school partner network	The panel was impressed by the quality of the organisation's presentation and its clarity on plans for development. The current model is grant-dependent, and delivered at cost to the target schools. In discussion with Access it became clear the organisation would only consider social investment if an opportunity for a social mobility impact bond emerged. In the panel's view this was currently unlikely and that the funds requested through Stepping Stones would not prepare the organisation for any form of social investment.	£50,000	Tim Wilson City
13615 The Albany	Funding to market-test, launch and sell, a suite of business services aimed at the Cultural and Creative Industries.	A well-established arts organisation delivering a wide range of cultural programmes in South East London. This proposal was to set up a trading subsidiary that would develop the Albany's consultancy service. It did not present sufficient evidence about the role of social investment or fit within the scope of the piloting outcomes strand.	£1	JXJ Lewisham
<i>Total Stepping Stones (10 items)</i>			£340,192	
Grand Totals (10 items)			£340,192	

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Committee	Dated:
The City Bridge Trust Committee	24 th November 2016
Subject: Grants/expenditure considered under Delegated Authority	Public
Report of: Chief Grants Officer	For Information

Recommendation

Members are asked to:

- Receive this report and note its contents

Main Report

Following the approval of the Court of Common Council on 16th October 2014, the Chief Grants Officer may make decisions on applications of up to £10,000. Decisions on applications of over £10,000 and up to £25,000 may be approved by the Chief Grants Officer in consultation with the Chairman and Deputy Chairman.

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

1 of the items below is for the costs of an eco-audit, 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 an individual audit 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

Hyderi Islamic Centre (Approved 26/8/2016)	£2,800 (7 days @£400 per day) to provide an eco-audit.
Kings College London (Approved 11/10/2016)	£10,000 contribution to the research and associated project costs of the Barking and Dagenham Migration Project.
Southwark Law Centre (Approved 1/11/2016)	£1,300 to commission an independent access audit at Southwark Law Centre
Fulham Good Neighbours (Approved 7/10/2016)	£834 to commission an independent access audit for 70 Rosaline Hall, Fulham

Institute of Contemporary Arts
(Approved 5/11/2016) £5,000 to meet the costs of an independent access audit and consultancy services to inform the redevelopment plans of the ICA Grade I listed venue.

Requests £10k - £25k

Greater London Volunteering
(Approved 10/10/2016) £23,600 to enable GLV and LVSC to work together to establish the London Hub as recommended by The Way Ahead report.

London Funders
(Approved 12/9/2016) £14,000 to support the development of London's Giving for a further 3 months to the end of March 2017.

Requests £25k - £50k

Association of Charitable Foundations (ACF)
(Approved 10/10/2016) £40,000 for City Philanthropy – a wealth of opportunity for three months from January 2017 – March 2017.

Voluntary Action Camden
(Approved 19/10/2016) £49,900 over one year for a f/t Development Worker and associated costs to establish Camden Giving.

Somali Welfare Trust
(Approved 12/9/2016) £42,000 over three years (3 x £14,000) for ESOL tutor fees, and project management costs to deliver ESOL classes to Entry- level and Level 1 standard for Somali Refugee women.

South London Theatre Buildings Preservation Trust
(Approved 7/11/2016) £50,000 towards access works, including installation of a lift, and contributing to the costs of accessible toilets and step-free access.

The Cara Trust
(Approved 12/9/2016) £27,000 over two years (£13,400; £13,600) for a part-time Social Worker (9 hours per week) to manage the weekly food bank service, and associated project running costs.

Stepping Stones Grants – approved under delegated authority

Requests £10k - £25k

One Planet Ventures
(approved 8/11/2016)

£18,800 over 6 months towards business and development planning to help OPV prepare for social investment.

Organiclea
(approved 8/11/2016)

£20,700 over 12 months to cover £11,000 in fees for the research partners, while £5,300 will go towards the salary of the Organiclea Project Manager and the remaining £4,400 towards in-house implementation costs, such as IT or overheads.

Requests £25k - £50

Action West London
(approved 8/11/2016)

£27,000 over 12 months towards the cost of an REC-approved business consultant (15 days), the cost of 0.2 FTE of the existing AWL Operations and Development Manager, and REC training and membership costs.

Community Drug and Alcohol Recovery Services
(approved 8/11/2016)

£50,000 over 12 months to cover £35,550 in fees for Numbers for Good and £14,450 towards the salary of CDARS staff: the Grants and Bids Manager, the new Business Development Manager and the Data Manager, who will implement changes based on the consultant's recommendations.

Community Links Trust Ltd
(approved 8/11/2016)

£50,000 over 12 months to cover the costs of a Capital Development Manager who will prepare the business case for a capital appeal as well as the structure of any social investment fundraising. The award to be conditional on:

- the Trust receiving a copy of the grant offer from the Woodroff Benton Foundation; and
- the Trust receiving further details of steps the charity will take to consult the local community on the proposed plans.

East London Advanced Technology Training
(approved 8/11/2016)

£50,000 over 18 months, of which £36,700 would be used towards the salaries of ELATT staff members leading and working on research and implementation. £13,300 will cover the fees of CAN Invest and TDM Training, who provide consultancy services in business planning, staff development and social investment support.

Hackney Empire Limited (approved 8/11/2016)	£48,000 over 12 months towards the cost of 0.15 FTE of the CEO (£16,000), 0.2 FTE of the Head of Development (£15,000), and £17,000 towards the costs of engaging external experts.
Mayor's Fund for London (approved 8/11/2016)	£50,000 over 6 months towards a project lead at the Mayor's Fund and associated technical support in order to explore further the potential for a Social Fund for Young People.
OnSide Youth Zones (approved 8/11/2016)	£50,000 over 12 months to cover £41,400 in fees for Numbers for Good and £8,600 towards the salaries of three OnSide staff to develop the evidence base for social outcomes and the financial model for a future Social Impact Bond for Youth Zones.
Social Enterprise UK (approved 8/11/2016)	£40,000 over 1 year for the costs of undertaking a comprehensive feasibility study and subsequent activities to enable SEUK to be more able to acquire its own building in London. Funds are not provided for the costs of commissioning a search and selection agent.
Sutton Community Farm (approved 8/11/2016)	£35,300 over 18 months towards the costs of the General Manager's time (£23,100) and £3,500 to engage external consultants, and (£8,700) for training, sales and marketing.
Changing Paths Charitable Trust Limited (approved 8/11/2016)	£46,500 over 12 months for the cost of the pilot cleaning project.
Positive East (approved 8/11/2016)	£35,000 over a 1-year period to support investment in marketing and sales capacity to demonstrate buying propensity for the Re-mind programme to support an approach to the social investment market.
Thames Reach Charity (approved 8/11/2016)	£47,000 over 12 months towards the salary of a full time Development Manager and on costs in order to test Thames Reach's Homelessness Prevention Programme.
The Bike Project (approved 8/11/2016)	£40,000 over 12 months towards the salary of 1.5 FTE bike mechanics.

The Mix
(approved 8/11/2016)

£50,000 over 12 months to cover £25,000 in fees for the specialist consultants, and £25,000 towards the salaries of The Mix Business Development Manager and Business Development Officer. They will lead and be involved in the work with the consultants to determine the sustainability of the white-labelling of The Mix youth services.

Volunteer Centre Greenwich
(approved 8/11/2016)

£41,700 over 18 months to cover £31,250 towards the salaries of the two VCG staff members, the Project Manager and the Project Coordinator. £10,450 of the grant will be used for recruitment costs and to cover 50% of premises, financial and running costs.

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 2016	£26,940	7	£86,545	4	£62,000	2
July 2016	0	0	£81,050	4	£110,150	3
September 2016	£35,310	10	£41,030	2	£262,177	7
November 2016 (Stepping Stones)	0	0	£39,500	2	£660,500	15
November 2016	£19,934	5	£37,600	2	£208,900	5
Total for year to date	£82,184	22	£285,725	14	£1,303,727	32

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Committee	Dated:
The City Bridge Trust Committee	24 th November 2016
Subject: Withdrawn and Lapsed applications	Public
Report of: Chief Grants Officer	For Information

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:

Organiclea

Supporting individuals and local organisations to improve health and well-being through accessing food growing and green space activities

- Following discussion with your Grants Officer, the applicant has asked to withdraw its proposal as it was ineligible at present.

Bromley Churches Housing Action

Funding would pay toward our Senior Support Worker Salary

- Following discussion with your officer, the organisation withdrew in order to submit a proposal which matches your criteria more closely.

Kazzum

Engaging disabled children with additional needs, and their peers, in the arts to improve their learning, self-esteem and confidence.

- The organisation has withdrawn the application as it is unable to provide evidence that it will deliver your desired outcomes.

Macular Disease Society

To provide peer support to older vulnerable and isolated Greater Londoners with macular disease - the greatest cause of blindness in the capital.

- Following discussion with your officer regarding the organisation's financial position, the applicant wishes to withdraw the proposal and fund it from its free reserves.

**Stepping Stones:
Body & Soul**

Funding would support a programme of 12 month strategic development of our Empathy and Vulnerability training, a new strand of Body & Soul's Social Enterprise.

- Following an internal review the applicant has decided that social investment is not a future priority and therefore wishes to withdraw from the Stepping Stones Fund.

**Stepping Stones:
Harrow Carers**

Take over running of Harrow Council asset to a) Improve Day Centre services b) Scale Harrow Carers services c) Create "hub" for the wider community

- The proposed work requires an asset transfer from the local authority which has been delayed. As such, the applicant wishes to withdraw its bid to Stepping Stones and re-apply to a future round.

Lapsed Applications**Muswell Hill Methodist Church**

To support local disadvantaged, non English-speaking families to learn English, providing a bridge to mainstream health, education, welfare and community services.

- The information requested from the organisation did not materialise

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Committee	Dated:
The City Bridge Trust Committee	24 th November 2016
Subject: Variations to grants awarded	Public
Report of: Chief Grants Officer	For Information

Summary

This report informs Members of 4 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.

Central London Forward/Employability

In January 2013 CoCo agreed funds of £2,100,000 to the City of Westminster from City Bridge Trust, for Central London Forward – a strategic organisation representing the 7 central London boroughs – to commission Cross River Partnership to deliver a series projects supporting employability. One of these projects, the Employability Passport scheme, was not delivered, leaving unspent £698,625 of the original sum. This sum has now been revoked. (A detailed report is presented elsewhere in your papers today.)

CBT Website

In January 2016 you agreed a sum of £32,200 from the grants budget towards the redevelopment costs of the Trust's website as a learning and collaboration tool and to showcase the work of grantees. However, it transpires that the local risk budget was increased by the same amount for that purpose, hence the grant has been revoked.

National Council for Voluntary Organisations (NCVO)

In January 2015 £116,300 was awarded to NCVO for a further two years' support in building the capacity of mentoring & befriending organisations. Reporting for the first additional year showed that the level of outputs was lower than anticipated, which generated an underspend of £8,666. Given that an increase of outputs in year 2 to

warrant the carry forward of this underspend was unlikely to materialise, the sum has been revoked from that year's grant allocation.

Norwood Ravenswood Ltd

In November 2014 £121,000 (over three years) was awarded to the above for an elite sports delivery project and job coaching scheme for adults with learning disabilities. The grant was to add value to the earlier stages of a wider programme supported by Sport England. Monitoring of the first year's activity had been used to fund general (i.e., non elite) sport and exercise, and no job coaching. Following detailed conversation, the organisation has agreed that it will not be able to deliver the project and outcomes as originally determined. In order to allow a reasonable wind-down of the project, funding has been released for a short period into year 2 but, following that, the grant will end, resulting in £63,072 being revoked.

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Committee	Dated:
The City Bridge Trust Committee	24 th November 2016
Subject: Strategic Initiative Grants in management	Public
Report of: Chief Grants Officer	For Information

Summary

This report provides an overview of the 18 larger and currently active 'Investing in Londoners' strategic initiatives which collectively amount to £5,137,650.

Each grantee has provided a report on their progress to date, specifically focusing on the key outcomes and impact of the project; learning points to share; their plans for the remainder of the funding period and also their plans for when the grant comes to an end.

Recommendation

- That the report be noted.

Main Report

Background

1. At the July 2016 City Bridge Trust (CBT) Committee, Members requested that a report summarising the current state of play of all current strategic initiatives in receipt of £60k or more be presented to this Committee in November 2016.
2. Up to 20% of this Committee's annual grants budget is currently reserved for spend on Strategic Initiatives.
3. The Committee agreed an approach to assessing Strategic Initiatives, making use of a standardised assessment template. The 5 year strategic review is an opportunity to consider and improve how these active grants are targeted, assessed and managed.

Active Strategic Initiative Grants

4. There are currently 18 active Strategic Initiative grants supported by CBT of 60k or more. These grants collectively amount to £5,137,650.
5. In September 2016, each of the 18 organisations in receipt of strategic initiative funding was provided with a standardised report template, requesting the information outlined below. Their reports are compiled at Appendix A.

- A summary on progress to date, specifically focusing on the key outcomes and impact of the project.
 - Details on particular learning points they wanted to share.
 - Their plans for the remainder of the funding period.
 - Details of what will happen at the end of the grant period.
6. Note – A report from the East London Community Foundation is still awaited.

Management of Strategic Initiatives

7. In the first instance the author of the report/recommendation to Committee for the funds will be the manager of any grant awarded – as is the case for your general grants.
8. Whereas the reporting requirements of those grants made under your general Investing in Londoners programmes follow a set and similar process (eg a standardised report must be completed and returned by the grantee at the end of each grant year), management of Strategic Initiatives is more bespoke, to take account of the structure of these projects and their intended outputs and outcomes. For example, you would usually expect to see a publication or formal report for funds awarded to commission research; or for an initiative which does not follow the usual linear, annual, pattern (eg your funding through Buttle UK) then reports may be required of varying frequency. In some instances the managing officer will be closely involved with the project supported and will have a more hands-on overview (eg as is the case with the co-funding of the Moving on Up initiative with Trust for London).
9. Whilst some funds for Strategic Initiatives are awarded through the delegated authority process most do come before full Committee and all require a full report. Where this process could be improved, perhaps, is that the reports so presented in future should contain a summary of the key outputs and outcomes expected and a statement as to how progress will be monitored. You are advised to adopt this.
10. At each meeting of the Committee you are provided with a summary progress report of two active Investing in Londoners grants. It may also be appropriate, therefore, to present a short progress update on a Strategic Initiative at each meeting. You are advised to consider this.
11. The following table provides an overview of the Trust's active Strategic Initiative grants over £60,000.

STRATEGIC INITIATIVES – OVERVIEW

Organisation Name, Grant and Date approved	Recommendation
Barbican Centre Trust Limited Grant: £400,000 Approved: 26/11/2015	£400,000 over three years (£150,000; £130,000; £120,000) towards the Barbican Centre Trust's creative learning projects in East London. The grant will support the launch of new projects for schools and help young people enter employment and increase their reach in disadvantaged communities in the outer boroughs of Barking and Dagenham, Newham, Redbridge and Waltham Forest.
BeyondMe Grant: £71,750 Approved: 10/04/2014	£71,750 over three years (£31,000; £25,750; £15,000) towards the cost of expanding the Young Philanthropy projects staffing to a complement of four FTE and associated costs. The project enables it to expand its work in City Firms and to become self-financing by 2017.
Buttle UK Grant: £634,000 Approved: 27/11/2014	A grant of £634,000 over 18 months to continue the Anchor Project, supporting families in London who have experienced domestic violence to resettle and live independently.
East London Community Foundation Grant: £172,500 Approved: 13/05/2015	£172,500 over 3 years (£57,000, £57,500, £58,000) as a Strategic Initiative to develop Hackney, Newham and Tower Hamlets Giving. This project supports a place-based giving approach that provides a simple, effective and coordinated way for people and businesses in these boroughs to give something back to the community.
Lemos and Crane Re-imagine project Grant: £190,000 Approved: 09/07/2015	£190,000 towards Re-imagine: improving access to the arts for adults with learning disabilities.
Barnardo's Child Exploitation Funders Alliance Grant: £208,000 Approved: 09/07/2015	£208,000 over 3 years (£67,000; £69,000; £72,000) for the salary of one FTE 'Spoke' post within Barnardo's as part of a wider initiative to address child sexual exploitation (in London).
Cripplegate Foundation Grant: £220,000 Approved: 12/02/2014	£220,000 over 2 years (£100,000; £120,000) to support the further development and roll-out of the Islington Giving model which encourages giving money, time and talents to improve Londoners' lives. It also enables the successful model to be shared and developed with other London boroughs.

Organisation Name, Grant and Date approved	Recommendation
London 360 Grant: £240,000 Approved: 13/03/2014	£240,000 over three years (3 x £80,000) to enable the Media Trust to further develop its London360 initiative, giving voice to communities across London; engaging young people in inter-generational and inter-community reporting and story-telling; and putting London's communities' issues and stories firmly on the map through partnerships with mainstream media.
Trust for London Grant: £400,000 Approved: 25/09/2014	£400,000 to Trust for London towards the Moving On Up Project which aims to increase the employment rates amongst young black men in London by funding work that will improve the support offered to them and increase their pathways into employment.
London Legal Support Trust Grant: £450,000 Approved: 13/03/2014	£450,000 over three years (3 x £150,000) towards core salary and other costs to support the provision of Centres of Excellence in Greater London. LLST is part of a network of seven Legal Supports Trusts across England and Wales that to support pro bono and advice agencies, ensuring funds can be distributed where most needed.
Access Europe Network Grant: £60,400 Approved: 27/11/2014	£60,400 over 30 months to enable Access Europe Network, to run a pilot programme of capacity building support designed to enable voluntary organisations in London take up funding opportunities offered by various European funding streams.
Federation of London Youth Clubs Grant: £216,000 Approved: 13/03/2014	£216,000 over three years (£68,000; £112,000; £36,000) for the revenue costs of delivering the Inclusion project which supports its membership of 400+ youth clubs better accommodate and provide for young people.
Federation of London Youth Clubs Grant: £279,000 Approved: 28/01/2016	£27,000, over 3 months, for the development phase of the City Leaders project; £240,000 over one year for the pilot phase, subject to the satisfactory completion of the development phase, including the demonstrable commitment of the in-coming CEO; plus an additional £12,000 by way of external evaluation.
Habinteg Housing Association Ltd Grant: £311,000 Approved: 14/07/2016	£311,000 over five years (£61,000; £61,000; £62,000; £63,000; £64,000) towards the salary and associated running costs of the Access and Sustainability Advisory Service, with the grant subject to external evaluation after three years.
Hampstead Heath Charitable Trust Grant: £400,000 Approved: 26/11/2015	£400,000 over three years (£220,000; £130,000; £50,000) towards an environmental learning programme designed to improve London's engagement and sense of wellbeing with respect to green spaces; as well as a sector-specific evaluation.

Organisation Name, Grant and Date approved	Recommendation
Human Trafficking Foundation Grant: £225,000 Approved: 26/11/2015	£225,000 over three years (3 x £75,000) towards the core costs of the Human Trafficking Foundation. This grant builds on CBT's contribution to date and further enables the organisation to achieve progress in the work against Human Trafficking.
Legal Education Foundation Grant: £320,000 Approved: 18/03/2016	£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. 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.
Thames21 Ltd Grant: £340,000 Approved: 10/04/2014	£340,000 over three years (£134,000; £102,000; £104,000) for the salaries and operational costs of a Development Programme to increase and sustain London volunteers' involvement in protecting the capital's waterways.

12. The overview demonstrates the range and depth of the Strategic Initiative work the trust funds: From a core grant aiming to influence policy and practice through to the work of the Human Trafficking Foundation to influencing major cultural institutions in the capital to improve their access to those with learning difficulties.

13. Of course, as with grants made on your general programmes, some will deliver the outcomes and outputs expected whilst others may not. For those that fall in the latter category this is not always a negative as the learning derived from projects which don't go to plan is often invaluable. One such example might be found in the Moving on Up initiative where you are co-funding with Trust for London a series of pilot interventions to support young Black men into employment. In the first year of this project several of the funded groups failed to involve the number of young men they had envisaged.

14. This prompted closer involvement by the Trust for London lead officer, together with other specialists to determine what might be happening. The outcome of that work now means that we have a better understanding of the role played by the Job Centre system; of the importance of other factors in the young men's lives; and of how to communicate better with employers.

15. Equally, the value of many of the Strategic Initiatives is as much in their positive influence on the policy and practice of others (as well as ourselves) as it is in their delivery of specific services. The Re-imagine initiative is a good example of this, where it has sought from the beginning to involve the Arts Council and the Heritage Lottery Fund so that they will be better informed and more likely to use their position as funders to ensure that major arts institutions are better at providing for adults with learning disabilities.

CITY BRIDGE TRUST – Strategic Initiative progress report

Barbican Centre Trust

Ref: 12990

Grant Amount: £400,000

Purpose of grant:

£400,000 over three years (£150,000; £130,000; £120,000) towards the Barbican Centre Trust's creative learning projects in East London.

Project Start Date: 23/3/16

Projected End Date: 22/3/19

Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:

Over the last six months our Creative Learning projects have had a great impact in the outer boroughs of East London. Key outcomes and highlight activities included:

• **Community engagement**

- Waltham Forest Community Master classes – 5 sessions delivered between March and October covering funding, marketing, and branding to 80 individuals and organisations.
- Ideas Kitchen – 2 community dinner events held in Waltham Forest in June and September, where local creatives pitched to attendees. 2 winners were awarded a cash prize and the chance to perform at Walthamstow Garden Party and OpenFest.
- OpenFest – a weekender that aimed to bring in artists and a diverse audience from across East London. A range of free creative learning activities and performances were programmed in the Barbican Foyers. Over 3,000 people attended, with coaches bringing around 200 people from Barking and Dagenham.

• **Schools' programme**

- Barbican Box – 745 students were engaged from 30 schools, providing learning on different art forms, developing confidence and transferable skills. 61 teachers also benefited from Continued Professional Development.
- Associate Schools – our partnership programme is working with three schools: Greenleaf Primary School (Walthamstow), Sydney Russell Secondary School (Dagenham), and the Garden School (SEN school, Hackney.)
We have adopted a new focus to work with different types of schools, as opposed to just secondary schools. We will work with over 2,000 participants this year.
- Big Barbican Workshops – 299 children from 5 schools benefited from one day workshops, where they could experience all the art forms on offer at there.

• **Attracting people to the Barbican**

- Barbican Ambassadors – 23 Ambassadors are now supporting community engagement with community organisations, children's centres and libraries across East London. The youngest is 16 and the oldest 60, 65% are BAME and 80% are female.
- Family bundle days – a new initiative piloted in the summer to encourage families to visit the Barbican. The pilot found over 90% of participants had never visited the Barbican before, with 100% stating they would likely return again.

• **Young Artists Progression**

- Young Creatives (formerly Young Arts Academy) – over 900 registered members are benefiting from a range of development opportunities. Building greater

knowledge of pathways to employment in the arts our recent 'Creative Careers' events included: 'Commercial careers in the music industry', 'An Introduction to Producing', and 'Careers in the arts'.

- Future Artists – over 250 young people have engaged in our ensembles. Active groups include Barbican Young Poets, Young Visual Artists, and Future Band East.
- Sound East – In May Creative Learning co-produced an event bringing together over 350 young people from our East London music hub partners. This unique collaborative concert, gave participants the chance to perform in the Barbican Hall.

Do you have any particular learning points to share?

Following consultation for the 5-year Creative Learning strategy, we are revising plans for the Associate Schools programme. It will now focus on three schools (primary, secondary and special education needs) over three years to ensure higher quality engagement and learning. The original proposal reflected plans for three additional schools each year, reaching nine by year three. We believe the revised programme will have greater impact. We will be better positioned to dedicate resources to achieve the transformation with these school communities, rather than potentially pushing beyond the team's limits to achieve greater participant numbers. Please note, alongside this programme, we will continue to deliver a range of other projects with schools to achieve wide reach.

While we will work with fewer Associate Schools in the short-term, the focused programme will also support greater learning about the model. We will evaluate the process and results of each programme – for a primary, secondary and special needs school.

The Youth Advisory pilot provided insights and informed the development of projects. For example, they renamed the Young Arts Academy to ensure it was more inclusive. In January we will launch a Youth Board to ensure the involvement of youth voice is involved in the continued development of the Barbican.

What are your plans for the remainder of the period funded:

We will continue building on and delivering the range of Creative Learning activities set out in our original proposal encompassing: community engagement activities, attracting more people to the Barbican from across east London, our Young Creatives and Artists progression programmes, and our newly focused Associate Schools programme. We are starting to implement the strategic plan, and are involving an external evaluator to develop our existing models. This will help to inform the development of our own and our partners' models of working.

What will happen at the end of the grant?

A key aspect of the programme is to continue developing sustainable models of working. By working within communities, sharing learning and building capacity we are planting the seeds for programmes to be taken on at a local level. Over time, the Barbican will have more targeted interventions in these places, enabling us to focus resources on other communities with needs.

The Barbican Centre Trust is also diversifying income sources for this work, incorporating philanthropic gifts, major grants, and corporate sponsorship. Through fundraising and the Barbican's wider business plan, we will ensure the sustainability of the Creative Learning programme for the long-term.

CITY BRIDGE TRUST – Strategic Initiative progress report

Beyond Me

Ref: 12251

Grant Amount: £71,750

Purpose of grant: £71,750 over three years (£31,000; £25,750; £15,000) towards the cost of expanding Young Philanthropy to a staffing complement of four FTE and associated costs.

Project Start Date: June 2014 **Projected End Date:** May 2017

Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:

BeyondMe seeks to engage business professionals so that they have a better understanding of the genuine needs of the social sector and its diverse set of organisations.

- In February 2015, Kawika Solidum succeeded founding chief executive Adam Pike, joining after three years at Impetus-PEF.
- Adam Pike joined fellow co-founder Michael Harris on the Board of Trustees, both complementing each other as co-chairs. During 2016, also appointed and inducted the following three trustees: Aman Bahel, Heather Morgan and Shefaly Yogendra
- BeyondMe completed its first theory of change, codifying its vision, mission, target population and the programme activities it believes leads to the impact it represents. The new chief executive, working with the co-chairs and the executive team, articulated this logic – placing at the heart of the BeyondMe mission and model the business professionals with the desire and ability to give their time, money and skills and the charities with the genuine need for committed, skilled volunteers.

Impact-focused achievements

- In 2015, 37 BeyondMe teams launched and partnered with a charity in the BeyondMe portfolio, which at the time represented 55% of the total number of BeyondMe teams ever launched. A total of 58 charities entered the BeyondMe portfolio in 2015, bringing the total number of new projects available on the BeyondMe platform to 78.
- These BeyondMe teams donated approximately £82,000 to charity through the BeyondMe digital platform. (This does not capture additional fundraising activities that may have occurred and match-funding provided by employers or other contacts.)
- Approximately 8,400 skilled-volunteer hours were pledged by this set of BeyondMe teams.
- In 2015, BeyondMe published a longitudinal study of a sample of its participants and found that 73% agree that BeyondMe had helped them understand the benefits of long-term giving to the sector.

Income-focused achievements

- Three of the Big 4 accountancy firms (founding corporate partners: Deloitte, EY and PwC) renewed their financial commitments to BeyondMe, which were each stewarded by the new chief executive.
- The final firm comprising the Big 4 (KPMG) signed as a corporate partner.

- The first business outside of the accountancy sector, Allen & Overy, the law firm, signed a 12-month contract to test a BeyondMe partnership.
- Agreements in 2016 with the following new corporate partners: Ben & Jerry's UK, CBRE and New Quadrant Partners

In 2015, the BeyondMe Board of Trustees approved the five-year strategy that would position the organisation as the first choice for business professionals seeking to have a meaningful social impact. In order to achieve this, there would be four strategic priorities:

- 1) Achieve a sustainable income mix, with a systematic and strategic business development function.
- 2) Enable better matches between BeyondMe teams and charities in order to form meaningful BeyondMe partnerships, which BeyondMe could efficiently safeguard and service.
- 3) Create a first-class programme, notably through investing in a socially orientated leadership curriculum, that enhances the offline BeyondMe experience.
- 4) Build one of the largest communities of actively engaged millennial business professionals with an affinity to BeyondMe's brand and a commitment to its mission.

Underpinning success overall also requires building capacity to support four critical enablers to BeyondMe:

- 1) Achieve a high-performing Board of Trustees, actively fulfilling fiduciary responsibilities and also able to act strategically and as ambassadors of the BeyondMe movement.
- 2) Pursue game-changing partnerships that can increase brand visibility, programme reach or learning; and build a framework to engage with a diverse set of allies who can be helpful to our mission and objectives.
- 3) Invest in data collection, learning and innovation that will mean BeyondMe has the growing evidence base from which to understand potential pivots to the BeyondMe model or continually improve its work delivering its mission.
- 4) Build a high-performance culture within the executive team that seeks to encourage and empower staff to be creative, challenge and support one another.

What are your plans for the remainder of the period funded?

Over the next three months:

- Launching a peer advisory panel with representatives from the business professional community active (and potentially active) in BeyondMe and the charity professionals interested in engaging them
- Developing partnerships with Young MCA and The Funding Network in order to extend reach to new business professionals
- Working with team of junior economists to extrapolate the total value generated to the social sector by BeyondMe teams and provide the executive team with a tool to track on an ongoing basis

What will happen at the end of the grant?

Following on from the theory of change exercise, a five-year strategy was devised in order to increase the capacity of the organisation to offer its model more widely.

CITY BRIDGE TRUST – Strategic Initiative progress report

Buttle UK

Ref: 12593

Grant Amount: £634,000

Purpose of grant:

A grant of £634,000 over 18 months to continue the Anchor Project, supporting families in London who have experienced domestic violence to resettle and live independently.

Project Start Date: October 2015

Projected End Date: March 2017

Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:

The funding of £634,000 is the second grant towards the Anchor project - City Bridge Trust approved a grant of £470,000 towards the costs of the first 18 months of this project. The aims of the project overall are to:

- Provide children and young people in affected families with financial support (up to £2,000 per family)
- Generate new learning about the needs of children when transitioning to independent living after living with abuse, and the effective ways of supporting these needs.

Since May 2014, the project has:

- Awarded 381 grants, at an overall value of £476,652.29. The average grant is currently £1,100
- Supported over 750 children through these grants, mainly in the 0-14 age range.
- Made grants in 32 of the 33 London boroughs (i.e. all except City of London)

The grants are designed to support families in the transition to independent living following abuse. They can fund basic household items to help the family establish a new home but they also retain a unique focus on the child – helping them to overcome trauma, rebuild self-esteem and settle into a new community. Grant applications are made by local organisations already working with the families and are assessed in their ability to meet 3 outcomes:

- Child is growing up in a safe, healthy well-equipped environment. Here the grant typically funds: cookers, children's beds, washing machines, fridge/freezers, children's clothes.
- Child is not excluded from education or educational activities due to financial barriers. Here we are funding: tutoring lessons, homework clubs, uniforms, educational toys.
- Child is not excluded from social or other activities that support their personal development due to financial barriers. Here we are funding after school clubs, swimming lessons, football, drama clubs, karate lessons, play therapy, counselling.

A recent independent cost-benefit analysis, published in our Turning Points report, found that for an Anchor grant of £1,500 there was a saving of £7,650 of public expenditure savings and additional public revenues to the state over a 15-year period.

Do you have any particular learning points to share?

Our learning through the development and delivery of the Anchor project over the

last 2 and a half years has been that there is a very clear need that the grants are meeting. They become a hugely important resource with benefits not only to the primary target of the funding - children affected by domestic abuse - but also their parents and the referring organisations. This value has increased in recent times given both that it is a unique offer within the domestic abuse sector, but also in an environment of diminished services and limited budgets.

The organisations that refer cases have identified how the grant enables them to more creatively address the families' needs by matching resources from other agencies with the Anchor grant. They also report more trusting relationships with the families as a result of the credibility of having secured the grants. Our evaluation of the families themselves is helping us to demonstrate both that our assumptions on how the grants can improve children's outcomes are being borne out, but also how they are having an impact on the wider wellbeing of the family. This is both in terms of the quality of their relationships but also their financial situation and their feelings about the future. All of this is being achieved very cost effectively, and we are very excited about the results of our Turning Points research which suggests impressive long-term financial benefits of this approach to both the family themselves and the state.

Children and young people affected by domestic abuse not only often suffer material deprivation but they are also socially deprived. Their families are unable to afford even a limited range of the social activities enjoyed by most children and young people. The funding of 'extra-curricular' activities builds confidence, self-esteem and socialisation skills. Therefore, alongside meeting material needs, this type of support offers a very cost effective intervention if used for children who are experiencing developmental issues and isolation. They may be sufficient on their own to address these needs, or act as a preparatory stage to more formal therapy or counselling.

What are your plans for the remainder of the period funded?

We would like to now formalise the learning we are generating. We have commissioned an independent evaluation of the work, which will be complete in May 17. From here we will begin a concerted programme of dissemination in 2017 to share our learning with domestic abuse services and the wider social care sector. At the same time we will maximise the availability of the remaining funding to families across London – with a particular emphasis on boroughs where the rate of applications to date has been lower than reported levels of domestic abuse.

What will happen at the end of the grant?

As a new and innovative approach to support, we did not know when we originally agreed the period of the grant with City Bridge Trust how many grants it would realistically be able to fund each year, or their average value. The grant is due to finish in March 2017, at which point we anticipate having around £390,000 still to spend (based on total value of the grant from City Bridge, i.e. £1.1m). Our proposal is to extend the project for another year with a target to continue distributing grants to at least another 200 families. This is currently being discussed with the Grants officer.

As part of the dissemination activities described above we would like to introduce a wide range of prospective funding partners to the work, and the results being achieved. Our aim will be to secure longer-term funding for London, but also to make this type of funding available in other areas of need across the UK.

CITY BRIDGE TRUST – Strategic Initiative progress report

Re-Imagine CIC

Ref: 12946

Grant Amount: £190,000

Purpose of grant:

A grant of £190,000 over three years (£55,000, £69,000, £66,000) to deliver the Re-imagine project to improve access to the arts, galleries and museums for adult Londoners with learning disabilities.

Project Start Date: September 2015 **Projected End Date:** September 2018

Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:

Re-imagine grew out of a paper published in 2015 (funded by City Bridge Trust) on the need to improve access and participation for adults with learning disabilities to the arts, museums and galleries. This paper reported that there were some excellent small specialist organisations (Heart n Soul, Corali, IntoArt and others, but with a few honourable exceptions, mainstream arts organisations in London were doing little or nothing to improve access for this group. Predictably, there was no body of established good practice, so even if there was a will, there wasn't a well-trodden way.

Since receiving the three year funding and establishing the project we have been pleasantly surprised by the enthusiasm of larger arts organisations to work with us on developing exemplars of good practice which can form the basis of a body of good practice for wider dissemination. We have worked with LSO with adults and in special schools, V&A and the National Gallery. We are planning projects with Tate, Donmar Warehouse and, through the Donmar, hopefully with the National Theatre.

The outcomes already established after the first year are:

- A lack of information among supported housing and adult social care organisations about how to get involved with large mainstream arts organisations.
- A total absence in mainstream arts organisations of regularly informing and updating adult social care and supported housing organisations about what they are doing, so either they are doing nothing with people with learning disabilities or even if there are on-going projects, they tend to focus on a longstanding small group of participants with consequently high unit costs.
- Strong demand from adult social care and supported housing to do more in the arts and develop this area of innovative working because of strong service user and staff interest. Awareness is also growing.
- Considerable interest and enthusiasm for the arts from individual service users and their families.
- High satisfaction among service users of the experience of engaging with large arts institutions, galleries and museums.
- A strong positive engagement by service users with 'difficult' or challenging artistic material in several art forms e.g. self-portrait of a mastectomy by Jo

Spence; nude photographic portraits; 17th century Dutch painting; music by Britten and Ligeti. We have not compromised on artistic quality or excellence.

- Virtually no marketing activity, expertise of track record among mainstream arts organisations specifically targeting people with learning disabilities.
- Little expertise, though growing interest and enthusiasm, among arts organisations in direct work with people with learning disabilities.
- Few existing networks or partnerships between arts organisations and adult social care and supported housing organisations. Again awareness and interest is growing.

Do you have any particular learning points to share?

- We need to get much better much at cross-sector working in particular information-sharing and dissemination.
- We need to develop new cost effective methodologies which reach much larger groups of participants than is possible in short programmes of small workshop based activities, for example using web platforms for sharing artistic content and cascade models of skills development for frontline practitioners.
- Mainstream funders of arts activities (Arts Council, HLF) need to do more to make this activity mainstream otherwise these activities will always quickly time expire.

What are your plans for the remainder of the period funded:

We intend to:

- Complete the programme of exemplar projects
- Build a large database of arts organisations, museums and galleries as well as adult social care and supported housing organisations who want to do more in the arts.
- Establish and validate a model of good practice.
- Develop web-based content on this model, along with examples of good practice
- Disseminate widely both online and face-to-face.

What will happen at the end of the grant?

Our hope is that arrangements for ensuring access for adults with learning to arts, museums and galleries will have become much more mainstream and part of business as usual for both arts organisations and organisations supporting people with learning disabilities, rather than a special short term initiative funded by trusts and foundations. That has been the trajectory for schools-based work by arts organisations, which started off as one off, short-lived programmes and is now part of the mainstream work of all arts organisations.

CITY BRIDGE TRUST – Strategic Initiative progress report

Barnardo's Child Exploitation Funders Alliance

Ref: 12944

Grant Amount: £208,000

Purpose of grant:

£208,000 over 3 years (£67,000; £69,000; £72,000) for the salary of one FTE 'Spoke' post within Barnardo's as part of a wider initiative to address child sexual exploitation (in London).

Project Start Date: April 2016

Projected End Date: March 2019

Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:

The first 6 months of the project has focused on four key areas:

- **Outcome 1 - More children at risk of sexual exploitation become involved**

We focused on boys and young men as we have identified a real need for a shift in both public and professional awareness of the risks of CSE to males for whom there is limited support in London. The model takes into account the complexities and historic difficulties in engaging young males and recognises the need for parents to receive support and information in order to facilitate sustainable systemic change. The Local Authority are currently reviewing cases that are appropriate for this provision and we envisage future referrals will be received from the VCS.

- **Outcome 2 – more sexually exploited children are supported to recover**

The project has developed two models of working with VCS organisations:

- An in-depth 4-6 session programme that can be adapted for each organisation's individual needs and delivered within an agreed time frame for direct work with young people and their families
- A 10-12 session model of intervention comprising of assessment and focussed CSE intervention tailored to the young person's individual needs

The model has been designed to up-skill VCS workers and cascade their learning throughout their organisations, including the young people and families they work with. Additionally there are monthly team meetings with NSPCC and are planning to deliver parent awareness groups in partnership across all six spokes to begin in Q1 2017.

- **Outcome 3 - More at risk children receive direct or indirect multi-agency support**

The practitioner is embedded in the current CSE systems in the Local Authority. Central to our work with the VCS community will be facilitating effective, borough specific safeguarding practice, along with our work with young people. We have ongoing dialogue with service leads and team managers across the Social Service spectrum, as well as an in-depth exploration of the current Local Authority CSE picture. Multi Agency Sexual Exploitation meetings have been attended, with further core meetings in the pipeline to integrate this service further into the current structures. Relationships with Young Hubs have been developed and the Local Authority are pleased with the integration and recognise the need for this project.

We have planned with the support of the local authority a multi-agency Project launch on 10th November to consult with stakeholders, VCS, parents and young people.

Do you have any particular learning points to share?

In our discussions with the Local Authority it is clear there is currently a considerable deficit in referrals they receive from VCS community. Contributing factors include: variable skill-sets of staff and volunteers, safeguarding knowledge and complexities in relationships with the Local Authority. This considerable gap in the safeguarding process will be addressed within our provision as we up-skill this sector. We expect a healthy increase in referrals from VCS as a result of our project. We decided to take our initial cohort of referrals from the Local Authority as a result of our dialogue and learning and they are currently establishing a first cohort of young people and parents to undertake this provision. Additionally, as we have fostered effective relationship, the Local Authority are keen to up-skill their own workforce in CSE learning, particularly in relation to boys and young men.

What are your plans for the remainder of the period funded?

We plan to bring about a systemic and cultural shift in recognition, prevention, and early intervention to CSE as a whole and in relation to boys and young men. We will equip VCS workers through support and training with the skill-set and confidence to understand and act effectively in relation to CSE and general safeguarding. Our specialist intervention with boys, young men and their parents will provide them with the skills to understand and keep safe from CSE. In particular it will help them understand how their vulnerabilities could lead to exploitation by others. We will share learning between with NSPCC to further develop and enhance the spoke implementation.

What will happen at the end of the grant?

We will support the VCS to identify and secure alternative sources of funding to continue our work.

If this is not achievable there will still be a legacy of trained front line workers who will be able to identify and support young people and families who are vulnerable to CSE. As a result of our engagement the VCS will have acquired greater knowledge of the signs of CSE and how best to safeguard young people. This gained knowledge will lead to an increase in referrals and early alerts to the local authority of children at risk of exploitation and more support at the “coal face”

CITY BRIDGE TRUST – Strategic Initiative progress report

Cripplegate Foundation: Islington Giving

Ref: 12162

Grant Amount: £220,000

Purpose of grant:

£220,000 over 2 years (£100,000; £120,000) to support the further development and roll-out of the Islington Giving (IG) model

Project Start Date:

Projected End Date:

Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:

City Bridge Trust joined IG as a Coalition member in 2011. CBT's involvement has included active membership of the Islington Giving Board, bringing energy, wider knowledge of grant-making in London and opportunities for development. CBT has been an ambassador and champion for IG. An important feature of CBT's involvement has been the kudos and connections it has brought to support IG. This has been as valuable as CBT's grant investment because it has provided stability and knowledge, helping IG attract more funding and investment to test and embed robust projects in the borough. CBT's role in strengthening connections with the City has enabled IG to harness the resources of City businesses and to establish and grow Businesses for Islington Giving (BIG), which now has 15 members giving time and skills to Islington.

CBT's initial grant to IG in 2011 of £119,500 supported *Giving Time – Giving Help* which focused on supporting isolated older people. An independent evaluation cited the model as being one that works through a bottom-up approach, focusing on local need and bringing organisations together. This project helped IG form a partnership with the Arsenal Foundation in 2013 for 3 years to support activities for older residents (the Saturday Socials programme) and for young people at the weekends (the Friday Night Out programme). In 2014 CBT contributed £220,000 to IG for two years to support the further development of Islington Giving. £120,000 of this funding was earmarked to support the Saturday Socials programme for older people. £100,000 was dedicated to supporting the London's Giving movement, an initiative to seed and scale place-based giving in other areas in London. IG is seen as innovating and being an exemplar in this developing area of philanthropy. CBT's investment has provided the resources for IG to share learning and experiences to inspire and support 16 new initiatives such as Barnet Giving and Camden Giving.

Do you have any particular learning points to share?

The Saturday Socials programme for older people brought together four organisations to deliver and promote the schedule of activities (All Change, Cubitt Education, North London Cares and Age UK Islington). Each partner brings particular expertise across the arts, delivering social activities and support to older people, and reaching the most isolated. Across the three years of the partnership so far (2014-2016), these organisations have been getting to know one another and have been developing the model of working to play to each organisation's strengths so that the programme has become much more than the sum of its parts through

sharing knowledge, networks, ideas and insights and by being able to connect older residents to new, trusted activities. A key learning point has been that while one of the aspirations of the programme has been to open up new opportunities and venues to older people (including Sadlers Wells and Arsenal's Emirates Stadium) participants have fed back that they value familiarity and regularity and that this regularity supports ongoing participation and provides an anchor in people's lives where social connections may otherwise be fragile.

London's Giving has been identified in CBT's review of its strategic initiative on philanthropy (June 2016) as a focus for future investment and support to promote place-based fundraising. It is a new model of 21st century philanthropy, which is tailored to local need. There is no single blue print for a Giving Campaign. Key learning includes the importance of genuine cross sectoral collaboration from 'unusual suspects', the need for extensive local knowledge and a shared vision which brings additional resources into a borough. Shared values underpinning Giving campaigns include reciprocity, building on positive assets in a borough and consultative grant making.

What are your plans for the remainder of the period funded?

We are nearly at the end of the current period of funding (as at end-2016). The evidence from the period of activity since 2014 will inform our strategy and plans for the continuation of our work both with older people and in supporting the Giving movement in London which has been identified by CBT in its Philanthropy Review as one of its key priorities.

What will happen at the end of the grant?

IG is committed to further embedding the Saturday Socials programme over a new 3 year phase from January 2017. An application was submitted to CBT in September 2016 to support this ongoing programme with IG.

IG has also been invited to submit an application to CBT early in 2017 for further strategic investment. This will be to support our plans across three strands:

- To increase the involvement of residents in giving time, expertise and financial contributions to their community in Islington
- To build on the success of Businesses for Islington Giving by expanding reach and participation by SMEs
- To continue IG's role in London's Giving for mutual benefit both of new areas and Islington. Already we have seen that IG has gained access to new resources for the borough through its involvement in London's Giving. In September 2016 Big Lottery Fund made a substantial contribution to IG over the next 3 years, and has joined IG's Grants Committee. The BIG Lottery see IG as ' a grant giving programme which is a model of what sector support will look like in the future, now being adopted in other London boroughs and potentially other parts of the UK too'.

CITY BRIDGE TRUST – Strategic Initiative progress report

Media Trust: London 360

Ref: 12216

Grant Amount: £240,000

Purpose of grant:

240,000 over three years (3 x £80,000) to enable the Media Trust to further develop its London360 initiative.

Please complete the below information on your City Bridge Trust funded work:

Project Start Date: August 2014

Projected End Date: July 2017

Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:

Media Trust has been delivering London360 (previously known as London Community Reporters) since April 2011. With the help of The City Bridge Trust we have ensured the capital's communities enjoy the full benefits of engaging with London360 for a fifth year; giving voice to communities across London; engaging young people in inter-generational and inter-community reporting and story-telling; and putting London's communities' issues and stories firmly on the map through partnerships with mainstream media.

To date we have engaged over 600 hundred 18-25 year olds, training them in community journalism, giving them a voice and enabling them to tell the stories of our capital's communities through a dedicated online space, regular television programmes and three flagship media partnerships in TV, radio and print. Of the young people we have worked with we have provided intensive full-time training to 75 in-house community reporters, with groups of ten during series one to three, groups of five series four to six, and groups of six in series seven to ten.

London360 is a key initiative for Media Trust and continues to be very successful, enabling stories from communities and charities across London to be seen and heard by an audience of millions, and also giving young people the skills and confidence to tell these stories and progress their careers in the media.

The key objectives for Year 5 (Series 9 and 10) were:

1. To provide 110 18-25 year olds work and media experience as well as training and mentoring to increase their skills and knowledge of community journalism.

- In Year 5 we have engaged with 110 community reporters and young journalists to increase their skills in media production and create vlogs, blogs, TV and radio content for London360 on Community Channel, London Live, YouTube, a new-look London360 website, a dedicated Tumblr page, and for our associated media partners: BBC London Radio and Westside FM.
- 12 of these joined London360 as in-house reporters, 17 of these attended Art of Vlogging workshops, 47 took part in Art of Vlogging training as part of the London360's Creativity Works: Multimedia Genius Training scheme, 25 young people took part in a vlogging taster session as part of a media experience day in partnership with Yahoo, and 9 joined the London360 team for work experience.
- Based on a sample of the young people trained, we observed gains in key outcomes including ability to voice opinions publically and vlogging skills.
- 93% of young people who attended the workshops left with increased motivation to find work in the media industry. 100% of participants felt more confident in finding paid work.

- The young people created content on a variety of local subject matters that mattered to them as young Londoners e.g. health issues, pollution, commuting
- 2. *To give London's communities a voice and the opportunity for their stories and campaigns to be heard through access to the community reporters, a dedicated programme on Community Channel, and access to mainstream media platforms.*
- In Year 5 we have publicised 700 stories through 5 media partnerships reaching audiences across the UK.
- Through our main platforms of Community Channel and London Live, broadcast and online, we have reached 1.2 million people. Through our wider media partners including MTV, Westside FM and BBC London, we have distributed London360 content to potential audiences of nearly 15 million.

Do you have any particular learning points to share?

At each vloggers training workshop, we ask attendees to tell us what they've learnt and what they plan to do next. In particular, we give them new skills in media and journalism skills, and new ideas, motivations and knowledge to progress their careers.

We have learnt that the workshops are highly valued and recommended by our young people, with over a third giving it a perfect score of 10. No young person gave a score below 6, indicating a high proportion of positive promoters.

All 12 of our in-house reporters told us how much they learnt and have grown during their six months working on London360. Again this year, we have seen how the scheme installs confidence and motivation to find work. Some of our series 9 and 10 reporters are already in paid work or other form of positive outcome:

- Fred is now a production assistant at Discovery TV Networks
- Jordaan is now a runner at Princess Productions
- Ikran is now a writer for BuzzFeed
- Farhat is now studying for a degree at university
- Laurelle is now on an internship with BBC Weather
- Daryl is now a reporter for BBC Sport

We follow-up with the reporters, six months after they've left London360. We have learnt that London360 continues to impact the reporters' career motivations, as well as providing them with a valuable insight into the media industry. Upon completing London360, most of the reporters are now in a strong position to find work. One year on, this is what our Series 8 reporters have gone on to:

- David is now at Sky TV as a media management coordinator
- Hanan is now at London Live and also recently became a mother
- Fisayo is working as a freelance journalist, producer and videographer. Her credits since leaving London360 include BBC Newsnight
- Sofia is on a trainee reporter programme at CNN
- Yasmine is now a production assistant at ITV

What will happen at the end of the grant?

We will run a further two rounds of the Creativity Works: Multimedia Genius Training scheme. We will also be working closely with London Live and Community Channel to further shape London360's new show format and its brand. Each new episode will be featured in the Evening Standard newspaper, providing the reporters a great opportunity to be a public-facing advocate for the brand and the subjects/communities they are investigating e.g. housing, LGBTQ, ageing, London's hidden ethnic communities, employment, disability, mental health and immigration. The project will continue to collaborate with its media partners: Westside FM and BBC Radio London.

CITY BRIDGE TRUST – Strategic Initiative progress report

Trust for London

Ref: 12490

Grant Amount: £400,000

Purpose of grant:

£400,000 to Trust for London towards the Moving On Up (MoU) Project.

Project Start Date: 1 November 2015 **Projected End Date:** 31 March 2017

Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:

Grants were awarded to 6 projects Action West London; Elevation Networks; Hackney CVS; London Youth; Making the Leap; and Step Ahead to support young black men into employment. The Social Innovation Partnership have been commissioned to evaluate the programme, and BTEG is a strategic partner, with a specific focus on policy work and employer engagement.

Outcomes: *150 jobs have been secured to date* (August 16) in a range of sectors, although this is below the target set for the two years (550). This is partly explained by the late start for some of the projects, and the difficulties of getting young black men to complete the job outcomes survey, as well as the challenging nature of the work. One of the projects – Build It (London Youth) – has decided to close, mainly because they were unable to scale up their model by making it financially sustainable. This has proved impossible due to the pressures on housing associations and the competitive nature of the construction industry.

Outcome: *The profile of young black men as a specific group in the labour market needing attention has been significantly raised amongst policy makers.*

A London Advisory Group has been established including representatives from DWP, JCP, London Councils, GLA, employers, and the funders. The Advisory Group has agreed an ‘*Ambition to increase the employment rate for economically active young black men in London by 20 percentage points, from 64% to 84%, by 2020*’. Strong links have been established with senior civil servants in DWP and JCP, and the new Minister of State for Work and Pensions, Damian Hinds has expressed an interest in visiting the MOU initiative.

Outcome: Improved data analysis on the performance of Young Black Men in the labour market. Black Training and Enterprise Group has produced regular policy briefings on YBM in the labour market. Its most recent briefing (No. 5 September 16) highlighted that the gap in employment rates for YBM and young white men has decreased since 2014 from 20 percentage points to 12 percentage points, however it is concerning that the unemployment rate for YBM with a degree is currently 28% compared with 8% for YWM.

Outcome: Better insights into the best messages to influence employers - as a result of commissioning YouGov to undertake three focus groups with private sector employers. The results will help to create new messages to persuade employers about the benefits of employing Young Black Men, through a number of employer engagement events. These are being organised by BTEG in conjunction with local JobCentres.

Do you have any particular learning points to share?

The projects meet every few months for a learning session, and together with the interim report findings, the following are the key lessons learnt to date:

1. Young black men face more challenges than most jobseekers. They are more likely to have been excluded from school, lack key qualifications, live in low income households and to have a criminal record. They often lack the confidence and motivation to seek a job and the resilience to deal with the setbacks that all jobseekers encounter. They face negative stereotyping from the media and often from employers.
2. There are no 'quick fixes'. Young black men need intensive and long term support to help them into employment. Many young black men lack a career focus or vision for what they could do. Many need support to help them develop ambition and a sense of direction.
3. It has become difficult to get Jobcentre Plus referrals. All MoU projects have established links with JCP but because of changes in JCP structures, they have found that JCP is referring fewer young black men than on previous programmes.
4. Early intervention is vital. The longer that young black men are on Job Seekers Allowance the more difficult it is to retain their engagement on specialist support programmes like MoU.
5. A personalised approach is key. The MoU projects are providing the time and space that young black men need to develop the confidence and mentality to look for a job. The MoU providers are delivering flexible, personalised services, taking the time to listen to and support clients.

What are your plans for the remainder of the period funded:

For the last 6 months of the Initiative, the projects will continue to engage with young black men actively seeking work, and provide the support they need. The evaluation will continue to collect data from the projects, but this will be enhanced with more qualitative evaluation of the various interventions used. The aim would be to identify the critical success factors of each model, and how they best address the underlying needs of the young black men being worked with. An element of this will be focus groups with young black men who are participating in the projects, to hear their perspectives on the work and their experience of the searching for jobs.

There will also be greater focus on employer engagement. As already mentioned, this will involve three roundtable events including one in west London, one in east London and a construction sector event. These will draw together employers, the MOU projects and the local jobcentres to discuss how they can build better pathways for employment to meet everyone's needs.

What will happen at the end of the grant?

Addressing the long standing and entrenched gap in the employment rates of young black men and their white counterparts, in two years, was always ambitious. Over the next few months, further discussion will be needed between the funders and the strategic partners about the merits of continuing with the MOU initiative, and if so, what form that could take.

CITY BRIDGE TRUST – Strategic Initiative progress report

London Legal Support Trust

Ref: 12218

Grant Amount: £450,000

Purpose of grant:

£450,000 over three years (3 x £150,000) towards core salary and other costs to support the provision of Centres of Excellence (CoEx) in Greater London.

Project Start Date: September 2014 **Projected End Date:** August 2017

Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:

- 21 organisations have now reached a CoEx pass
- 25 organisations are actively engaged in the process
- Structural support to improve upon areas identified is being provided through funded consultancy, pro bono consultancy and peer support where possible.

In the past year over £460,000 has been distributed in grants to CoEx.

A number of additional positive initiatives have led from the scheme leveraging further funds and support including:

- A joint bid for funds with the Legal Education Foundation to start a network of “Justice First Fellow” in London CoEx. This has resulted in pledges being secured to provide six fully funded training contracts in social welfare law in these agencies.
- A desire by centres to engage further with their pro bono volunteers and alumni was identified, with the obstacle being a lack of expertise in fundraising, marketing and operational knowhow. London Legal Support trust (LLST) worked with Future Advice Fund to devise a pilot programme combining training with some one-to-one coaching in how to develop a supporter system, as well as resource creation. The sessions took place in March and June 2016 with four CoEx involved and the ideas generated are being followed up, with LLST providing further assistance where possible.
- Cost cutting work continues to grow with needs identified throughout the CoEx process. LLST has built a bank of knowledge on areas such as: charity reliefs and discounts available.

e.g. found Lewisham Migrants Network had been overcharged on VAT and Climate Change levy on their energy bills, earning them a £2,500 credit as well as cheaper ongoing bills or preferential pricing frameworks with key suppliers

e.g. saved RCJ Advice Bureau between £12,000 - £15,000 annually by moving their previously server based I.T. systems and support contract to a hosted desktop cloud based solution

e.g. saved agencies a few hundred pounds at a time negotiating bulk purchases of computers

Learning is being shared via the Legal Voice website as well as through presentations at the Legal Voice Conference, at NCVO and to various funders and groups interested in utilising this knowledge. Plans are underway to share this further through a partnership with London Funders amongst others.

Do you have any particular learning points to share?

A major challenge has been getting agencies to accept where improvement can be made and to explain that we offer free management consultancy to help them to improve those areas. By amending the style of our reports we have made the advice easier to accept. Furthermore, consultation with Centres who have gone through the process has led to a plan to alter the communications around the scheme, which should help manage expectations.

There is great resistance to change in I.T. set ups. Agencies are tied to large servers driving their computers and that leads to large maintenance fees as well as other disadvantages. We are working with those willing to change so that we can show rather than tell what benefits the effort of modernising can bring and spread the message.

After trying to involve a number of very small organisations in the process, we soon realised it wasn't suited to voluntary organisations with less than two full time casework staff. We have continuously sought to make sure that anything we ask of the centres is proportionate to their size and resources, and below that minimum level we struggled to meaningfully contribute and they struggled to engage with it. We continue to support those smaller organisations through our events fundraising and small grants programme.

A very positive impact has been the interest shown by other funders and their willingness to engage with us in developing ideas to support the Centres further. Reactions to the MOT reports also showed us how isolated some organisations and their managers feel, despite links to the wider advice sector. They have faced, and continue to face, very challenging times and we hope to spread awareness of their great work and all of our appreciation for it. Some of our plans (below) aim to address this.

What are your plans for the remainder of the period funded:

We are currently focusing on consolidating and streamlining the process through

- improving communications at every stage in response to feedback
- developing the report format to identify where support may be offered from the first reading of it and also what a good standard looks like in practice
- development of the annual questionnaire to refresh our knowledge on agencies that were assessed more than 12 months previously into a self-assessment tool that helps charities and their trustee boards to focus on where we can provide support but also where they can take action themselves
- building a wider base of where support can be sought from. To this end LLST is developing partnerships and relationships with entities that provide services to the legal sector, as well as gaining support from the sector itself
- identifying barriers to people taking up support and addressing these
- holding learning and networking events for CoEx managers

What will happen at the end of the grant?

LLST is hoping to seek further funding to continue developing this work. Many opportunities and tangible benefits have arisen throughout the past two years and in the final year of the grant we will seek to identify which of these may be able to help the project draw in further resources to ensure it carries on improving and expanding its reach.

CITY BRIDGE TRUST – Strategic Initiative progress report

Access Europe Network

Ref: 12491

Grant Amount: £60,400

Purpose of grant:

£60,400 over 30 months to enable Access Europe Network, to run a pilot programme of capacity building support designed to enable voluntary organisations in London take up funding opportunities offered by various European funding streams.

Project Start Date: *January 2015*

Projected End Date: June 2017

Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:

Progress to date:

- We have worked intensively with 19 organisations to develop European funding strategies, an action plan to take the strategy forward with specific funding targets.
- We have organised eight seminars and five application workshops on the programmes most accessible to smaller VCS organisations: 250+ attended seminars and 25 the application workshops
- We have identified transnational partners where required, using our contacts across the EU.
- We have provided intensive, one-to-one support with drafting applications. To date, this has resulted in grants totalling €695,000:
 - The Law Centres Network won €520,000 for a project supporting migrants coming to the UK. We are now working with them to help manage and evaluate the project.
 - The Kensington & Chelsea Volunteer Centre won €38,000 for their First Step to Volunteering project
 - The Royal London Society for the Blind is on the reserve list for €137,000 for a project helping disabled young people into the labour market: depends on available funding
- The following proposals have been submitted and are awaiting decision.
 - Iranian and Kurdish Women's Association – awaiting the result of an Erasmus+ proposal
 - Learning Unlimited – submitted a proposal to the Asylum, Migration and Fund (AMIF) to support the active integration of migrant women, with four EU countries
 - The Wonder Foundation: AMIF proposal to support the integration of migrant women through language support, volunteering and mentoring

- The Uganda Community Relief Association submitted a proposal to AMIF to help migrant women enter the UK labour market, working with three other countries

Do you have any particular learning points to share?

- Small organisations take longer than we expected to get to a point where they are able to develop funding proposals: organisational capacity is an issue. We would like to be able to provide more intensive support with drafting applications but our resources on this project allow for a limited amount of time, which is sometimes not sufficient.
- Most EU programmes require organisations to provide some funding themselves to match the EU funding or because total project costs are not covered. Organisations may also have to provide working capital, since final portions of grants may not be paid until some months after project end. This is very difficult for small organisations and is a real barrier even when relatively small amounts are needed, sometimes less than £5000. An ideal solution would be a small grants fund to match European funding and to provide a small cashflow buffer. This would make it possible for more organisations to engage with EU funded projects.
- Some of the work we have done has indirect benefits. For example, we worked with the Evelyn Oldfield Unit to develop their EU funding strategy, suggesting the European Social Fund as a route for them as a sub-contractor. They then worked with LVSC and jointly won an ESF Technical Assistance project.

What are your plans for the remainder of the period funded?

Our project ends in June 2017. We will continue until then on the basis of providing increasingly intensive support through programme seminars, application workshops and one-to-one support.

Several organisations have now attended two or three seminars and one application workshop: it has taken this level of support to get them to the point of beginning to develop an application. We now have five organisations interested in bidding for the Rights, Equality and Citizenship programme; and three developing Erasmus+ applications.

Future plans include:

- A Rights, Equality & Citizenship application workshop in November
- One or two Erasmus+ seminars in December (depending on demand)
- Erasmus+ workshops in January and February
- Providing one-to-one intensive support to organisations bidding for funding

What will happen at the end of the grant?

Government has now announced that several EU programmes will continue to the point that the UK leaves the EU, and it is quite possible that the UK will continue to engage in funding programmes. On this basis, there remain opportunities for VCS organisations to win EU funding; and there will continue to be opportunities to win domestic funding, too. We would like to continue this project and to extend it to offer support to access domestic funding as well as EU programmes. However, it is very difficult for small organisations to pay for this level of support and we will need to look for further support if the project is to continue.

CITY BRIDGE TRUST – Strategic Initiative progress report

London Youth

Ref: 13221

Grant Amount: £216,000

Purpose of grant:

Delivering London Youth's Inclusion project, £216,000 over three years (£68,000; £112,000; £36,000) towards the revenue costs of the project.

Project Start Date: March 2014

Projected End Date: March 2017

Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:

The City Bridge grant has enabled London Youth to achieve our goal of making the organisation more inclusive for disabled young people. As a result of the grant we've also achieved a range of positive outcomes across all our strategic areas:

- 1) Opportunity – ensuring London Youth programmes engage disabled young people

We've improved our offer for disabled young people at our residential centres Hindleap Warren and Woodrow High House. This included creating wheelchair level signage, pictorial programmes, and new accessibility equipment. We delivered three free residential for over 100 disabled and non-disabled young people from our member youth clubs.

Our sports development team have supported disabled young people into regular sport with many gaining a formal qualification (210 disabled young people participated in 2014-15 with 75 gaining qualifications for example).

We also now count the number of disabled young people who participate in our programmes (1,413 in 2014-15, our most recent analysed results), measure our impact on young people, and monitor young people's satisfaction levels. In 2014-15, disabled young people aged 11 and over scored their satisfaction levels with London Youth programmes at an average of 8.66 out of 10, compared to an average score of 8.39 out of 10 from their non-disabled peers.

- 2) Membership Development - supporting our members to share inclusive practise

We ran a major event for 235 youth work practitioners to look at inclusive practise. 86% said the event improved their understanding of inclusive youth work. We also established an Inclusion Network for youth organisations to regularly share best practise.

- 3) Voice - ensuring disabled young people are represented and heard

We increased disabled young people's involvement in our youth advisory board. Out of 22 young people currently on Dare London, eight have a learning difficulty or disability. We also created a new accessible website and inclusive branding.

- 4) Best we can be – ensuring London Youth stays inclusive long term

Integral to this work, has been a group of 12 Inclusion Champions who led the delivery. The Champions commissioned accessibility audits at Hindleap, Woodrow and Pitfield Street, and used the funding to implement the recommendations. They also sourced on-going inclusion training for London Youth staff.

Do you have any particular learning points to share?

The Inclusion Champions were a group of 12 delivery, management and back office staff who representing our collective work as broadly as possible. Across London

Youth there has been a clear consensus that the 'champions' model has been a powerful way of making our organisation more inclusive and one that we would recommend for other change initiatives.

Our key learning:

- Take recruitment seriously – ask interested staff to apply against a set role description getting buy-in from their manager
- Breadth is key – getting a range of staff from different teams and roles allows for a range of expertise and helps spread the message and work across the organisation
- Sub-groups enabled Champions to take work forward in-between meetings
- We also involved other teams and staff when needed. If you want to change the whole organisation then involve the whole organisation
- And experts too – while the Champions will be committed they may not have all the answers so seeking external expertise is vital too
- Top level buy-in is important – the Board and Senior Team need to set a clear brief and terms of reference, but the group should also be given autonomy to shape their own work
- Our Champions also use internal communication channels to keep the rest of the organisation informed and interested

What are your plans for the remainder of the period funded:

Our year three delivery mainly came to a planned end in August 2016. This is because we treated the first year's funding as covering the delivery period March - August 2014, year two as covering the delivery period September 2014 - August 2015, and year three the delivery period September 2015 - August 2016. However we have developed a clear plan to embed this work in London Youth's on-going delivery and many areas of work are continuing (see below).

What will happen at the end of the grant?

Director level responsibility for our Inclusion agenda will remain. As the original Director with responsibility for this work, our Programmes Director Phillip Kerry will keep it as an objective and 'hold' the agenda at London Youth Senior Team.

We'll keep inclusion alive in management processes - all managers will include it in their one-to-one agendas. We'll continue to view this as a whole staff responsibility - and have added "contribute to ensuring London Youth is inclusive" to all staff Job Descriptions.

We're embedding inclusion into each team's annual planning and budgeting process, and in our governance work - Inclusion is now a regular item at the Board's Assurance Sub-Committee.

We'll also continue to deliver inclusion specific programmes with young people - staying on the look out for inclusion specific sports, centres and employability opportunities and continuing the annual residential as part of our youth leadership offer. In 2017, we're also in the early stages of planning another one day Inclusion event.

This would bring young people together around sport, theatre, dance, and social action, and enable London Youth to further build the network of inclusive youth clubs, bringing more members together to meet, share and learn.

CITY BRIDGE TRUST – Strategic Initiative progress report

London Youth

Ref: 13221

Grant Amount: £279,000

Purpose of grant:

£27,000, over 3 months, for the development phase of the City Leaders project; £240,000 over one year for the pilot phase including the demonstrable commitment of the in-coming CEO; plus an additional £12,000 by way of external evaluation to evaluate the pilot as it progresses.

Project Start Date: 1 June 2016

Projected End Date: 31 September 2017

Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:

Thanks to the support of CBT, we are confident of delivering our City Leaders flagship youth leadership programme for 300 young people in 30 youth clubs, as per our targets. We have made good progress against our milestones to date, and our key highlights from the past four months include:

- We have recruited 29 clubs to date and have one more club nearly ready to sign up. The recruitment process has been fairly smooth, with much interest coming from our network. We have been able to limit participation to clubs who have either already received a quality mark, or have made a commitment to do so over the next 6-9 months. Participating clubs are diverse, both in terms of geography with a good spread across London and in club type with a good range of traditional, focused and religious or cultural members.
- We have delivered youth worker training to most clubs and have arranged alternative dates with the remainder. Youth workers have been positive about the sessions.
- We have contracted Shepherd & Moyes as our external evaluator and they have already prepared evaluation paperwork to measure success against outcomes. The evaluation timelines have also been signed off and agreed with clubs.
- Our mentor offer has been established and promoted across our network and we have trained our first group of mentors ready to be allocated to their closest participating club.
- Timelines and key milestones have been established for the entire programme including: start and end dates for the project's 'Team', 'Club', and 'Community' phases; pitch events; and final phase residentials.
- We have started outlining the curriculum for the final 'Futures' stage, including how we might best work with external partners and further embed our mentor offer.
- All programme staff have been recruited and on board, with work allocated across the team.

Do you have any particular learning points to share?

- Mentor recruitment has been more difficult than anticipated. We do not feel it is a problem with our contacts per se, but with the opportunities taking place outside work hours and being long-term. These additional barriers also lead to the offer being quite complicated. We are starting to focus our

efforts on networks that may be more likely to sign up and are aiming to have a mentor in place for all clubs who want one at Community stage.

- We have encountered some clubs that are not ready to participate for various reasons including not having sufficient staff time or additional funding to support young people through the stages. We have thought about increasing support costs to clubs to guarantee quality time spent on the ground by youth workers and minimising the expense of the programme for participating clubs.
- In terms of evaluation, we've had some issues balancing outcomes with inclusivity – for example, making monitoring forms easy to understand for young people with English as a second language or learning difficulties. We are working with Shepherd & Moyes to maximise inclusivity of this element.
- Targets are often different in reality compared to those originally built into the bid. For example, there will be a variation between number of clubs and number of young people, with some clubs signing up more than 10 young people and some less than 10. We are focused on achieving our overall target of 30 clubs and 300 young people for Team and Club stage, but there may be some variation from 24 clubs/240 young people at Community stage.
- After conversations with Shepherd & Moyes, we have slightly shifted our outcomes. These changes are around focus more than fundamentals, so have not changed to any great extent against those outlined in the bid.

What are your plans for the remainder of the period funded:

Immediate priorities include:

- Ensuring quality delivery of Team and Club stages for 300 young people and 30 clubs, which will be completed by Christmas; and Community stage starting in January and running through to Easter.
- Actively seeking venues and panellists for community pitch events in February.
- Finding, training and allocating mentors, with the vision that every club that wants a mentor will have one by Community stage.
- Embedding the evaluation plans into programme delivery to ensure a robust report at the end of this year's programme.

Longer term plans include:

- Reviewing the programme so far with youth workers in January to ensure learning is used to improve programme design and delivery on an ongoing basis.
- Building an engaging and high quality curriculum for the Futures stage, feeding in outside expertise and high profile events.

What will happen at the end of the grant?

At grant end we hope to have:

- Programme continuity with a variety of funders including City Bridge Trust.
- A completed evaluation and the report circulated to all stakeholders.
- Held a celebration event at a high profile City venue to highlight the fantastic work across the programme and attended by young people, youth workers, mentors, partner organisations and funders.

CITY BRIDGE TRUST – Strategic Initiative progress report

Habinteg Housing Association Ltd

Ref: 13494

Grant Amount: £311,000

Purpose of grant:

£311,000 over five years (£61,000; £61,000; £62,000; £63,000; £64,000) towards the salary and associated running costs of the Access and Sustainability Advisory Service, with the grant subject to external evaluation after three years.

Project Start Date: July 2016

Projected End Date: July 2021

Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:

Since January 2016, the Access and Sustainability Advisory Service (ASAS) has supported 34 new charitable organisations in understanding and interpreting access audits and inclusive service provision. The Access and Sustainability Advisor is working with around 60 charities on an ongoing basis, all of which are either prospective or successful City Bridge Trust *Making London More Inclusive* applicants for the Access Audit and/or Capital Costs grants.

Transferring the learning gained from Charity Evaluation Services training, the Access and Sustainability Advisor has supported Capital Costs grant applicants to draft robust Monitoring and Evaluation frameworks. This helps charities to appropriately identify, anticipate and measure how their accessible building works benefit local service users.

Regardless of whether or not City Bridge Trust applications are successful, ASAS provides guidance to facilities managers and volunteers on implementing 'quick fixes' for access to the built environment (eg. management procedures, inclusive communication tools, signage and wayfinding, website information). ASAS helps all charity contacts to understand relevant access legislation, particularly as many stakeholders still refer to the DDA although it has been superseded by the Equality Act 2010. Going beyond Part M of the building regulations, the Access and Sustainability Advisor also introduces applicants to the Sign Design Guide, government guidance on inclusive information and fire safety for disabled people, and signposts to other City Bridge Trust grantees such as Ethical Property Foundation and Inclusion London where applicable. This knowledge has enabled organisational decision makers to more confidently communicate with architects, quantity surveyors, access auditors and service users about plans for the building and future programming.

ASAS' exposure is continually increasing through Twitter as well as Centre for Accessible Environments' website and membership newsletter, funding fairs, attendance at the City of London Access Group and Access Association meetings, and ASAS updates to the National Register of Access Consultants.

Do you have any particular learning points to share?

The Access and Sustainability Advisor can provide retrospective advice and support, but this delays a charity's grant application process, and can also be time consuming for the City Bridge Trust Grants Committee.

If anyone who contacted City Bridge Trust to inquire about a Capital Costs grant were automatically signposted to ASAS, this could give charities the opportunity to ensure that their access audits were sufficient before applying for the grant. Furthermore, similar to City Bridge Trust's *Eligibility Quiz* (<http://www.citybridgetrust.org.uk/eligibility-quiz/>), if applicants were asked whether or not they had received support from ASAS before completing the online Capital Costs application, and advised to do so before submitting it, this could help to make the process smoother.

Although many of the charities that ASAS works with have staff members, volunteers and visitors who are deaf or have hearing loss, there seems to be an overall lack of deaf awareness across *Making London More Inclusive* grant applicants. An integration of accessibility awareness training into the grant programme through the ASAS service could equip charities with the tools needed to manage their buildings more inclusively, and also to think about their overall service provision with inclusion in mind from the outset.

What are your plans for the remainder of the period funded:

Expanding upon City Bridge Trust's 2007 *Opening Doors* publication, ASAS will create a guidance publication in both downloadable and print format for all prospective grant applicants in London. This will comprise updated factsheets that are currently given to grant applicants, and will cover access legislation, commissioning and interpreting access audits, quick access wins in the built environment, inclusive communication (face-to-face, print and web), management, case studies, and monitoring and evaluating inclusion. New case studies can be added to the CAE website on a rolling basis.

Alongside the publication, ASAS plans to develop a quarterly training offer for applicants on access awareness (including physical, sensory, learning and hidden disabilities) and inclusive building management. ASAS currently sends bi-monthly emails to its contacts on fundraising and accessibility tips and events. This will be formalised as an ASAS e-newsletter.

For the first time, ASAS will follow up with Capital Costs grantees to assess accessible building works. An online and hardcopy survey will also be conducted with all charity contacts following the submission of their applications in order to monitor and evaluate the ASAS service in more detail and shape the abovementioned plans.

What will happen at the end of the grant?

The Access and Sustainability Advisory Service could not exist without City Bridge Trust funding. Continued funding is essential to ensure that Access Audit and Capital Costs applicants receive relevant advice from an Access and Sustainability Advisor based in a leading inclusive design organisation (CAE), particularly in a time of political, legislative and economic uncertainty.

CITY BRIDGE TRUST – Strategic Initiative progress report

Hampstead Heath Charitable Trust

Ref: 13003

Grant Amount: £400,000

Purpose of grant:

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

Project Start Date: 1st April 2016

Projected End Date: 31st March 2019

Please summarise your progress to date (up to 14/10/16), specifically focusing on the key outcomes and impact of the project:

We commenced our project by recruiting a new team of 11 dedicated project staff to deliver the programme, with a wide range of skills and expertise in learning, volunteering and community engagement. We have invested time in training and embedding an outcomes-focused culture within the team.

Our work with schools through the Green Space Friendly Schools project has been a success. Over 4200 students have participated in booked sessions at both Hampstead Heath and Epping Forest. New sessions focus on heritage and geography and feedback from schools has been positive. Teachers attending have reported that students have learned and developed a deeper understanding of green spaces. For example, a teacher from a visiting school commented, *"The session was informative and provided children with the first-hand experience of seeing natural habitats."* Further, our in-depth work with schools begins this week at Park Primary, one of our target schools at West Ham Park, with a week-long programme of assemblies focusing on what it means to be a friend to your local park.

Our project engaging under-5s and their parents saw 140 participants attending our events over the summer holiday period. The events were designed to introduce children and their parents to the project, inspire them to attend weekly sessions in the future, and build their confidence in being outdoors. Feedback from the sessions was positive with many parents reporting their intention to return and participate, and we engaged more participants than expected.

180 people have been engaged with our Wild East Project (formerly named Guerrilla Interpretation) through outreach events in the local community. We have also newly partnered with 9 community centres and have recruited 7 volunteers to support these projects. Our partnerships with community centres have allowed us to engage with different communities which we have not engaged with before, resulting in more local people getting involved in the projects. Our volunteers supporting these events have also gained new skills and experiences. For example, one volunteer Tahir, told us *"it's my honour to be part of such a wonderful organisation which is working for the local community to preserve rare species such as sky lark and many others, I gained lots of information about plants as well more specifically ginkgo."*

Our projects are gaining pace and already providing some positive outcomes for the community. In particular, our volunteering opportunities are attracting a diverse range of volunteers. Additionally, we have built new relationships with the local faith community in Newham who are interested in supporting the project. We are very pleased with progress so far and are on track in delivering our outcomes.

Do you have any particular learning points to share?

A key piece of learning for us is that passionate and dedicated project officers are the driver of success in community engagement projects. In particular, our Wild East Project has taught us that investing time and resource into getting to know your community allows your project to deliver better outcomes to local people. Through the Wild East Project, we have engaged with the local faith leaders and trusted messengers in the community and this has allowed us to reach local people that we have not previously been able to connect with.

We have developed a vision for volunteering which has been adopted across the whole Open Spaces department. The vision allows us to position volunteers as both a support and a beneficiary of our work. Thinking of volunteers as a beneficiary has prompted us to carefully consider the types of roles and how they are presented to reduce barriers to volunteering. As a result, we have engaged volunteers from parts of the community who have not previously engaged in volunteer opportunities and our new volunteers are from a wide range of backgrounds and ages.

Our programme started with the development of a brand new team of eleven members of staff. The challenge of recruiting, inducting and developing a new team within a few months has delayed the delivery of our projects slightly. While we have learned lessons about the timescales in setting up a new team, we are proud of setting up the team to start delivering within 3 months of our programme start.

What are your plans for the remainder of the period funded:

Our goal is to make a positive impact in our local communities through connecting them with green spaces; this is a challenging goal. We will engage with a further 25,300 students, 1860 under-5s and their parents, 3800 people through our interpretation bicycles, 150 young people, and 80 volunteers. At the end of each year, we will review our targets to ensure we are continuously improving and challenging our ability to make an impact in our community.

Through engaging with our communities, we hope to create a greater understanding of the importance of green spaces and build individual people's confidence in using green space. We also hope to increase involvement from our community and through this involvement foster improved wellbeing. Finally, we also want to create a sense of connection with green spaces through our legacy.

In particular, we are keen to continue developing our evaluation framework to capture data on our success. We are in discussion with the University of Derby's Nature Connectedness Research Group to support our evaluation project. We hope this collaboration will allow us to robustly measure whether we are achieving the impacts we have articulated above. We are also committed to engaging with our sector partners to develop a sector-specific evaluation toolkit.

What will happen at the end of the grant?

All our projects are designed to create lasting legacies within the communities we serve. For example, the legacy of the Wild East Project will be a group of dedicated volunteers who have the skills, knowledge and experience to continue to deliver events and engage the communities they live in with their local green space.

We will also look to continue developing new projects and opportunities for our communities to engage with our green spaces. We will seek to build on our CBT funding and find new supporters to continue projects that are successful and replicate them across the green spaces. We will also continue to innovate as we learn; through reviewing and reflecting on our projects so that we are always striving to connect more people to their local green space.

CITY BRIDGE TRUST – Strategic Initiative progress report

Human Trafficking Foundation

Ref: 13055

Grant Amount: £225,000

Purpose of grant:

£225,000 over three years (3 x £75,000) towards the core costs of the Human Trafficking Foundation.

Project Start Date: January 2016

Projected End Date: December 2018

Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:

Ensuring recovery for survivors of trafficking

‘Day 46’- Research and report - In October we published a report ‘Day 46’ with 4 key recommendations based on the expressed needs of 30 survivors of trafficking whose post trafficking support had ended.

Recommendations to influence policy - We have established a coalition of over 20 stakeholders, including the Salvation Army, who hold the Government Contract for victim support, Together we are creating recommendations for improving long-term provision for victims, which the Home Office will then consider.

The Foundation has secured membership of the Home Office’s Modern Slavery Strategy and Implementation Group (MSSIG) which meets with the Minister. We were asked to lead on the issue of long term support in the first meeting of the group and we met with the new Home Secretary Amber Rudd MP following her appointment.

Pan-London work - There is very little awareness, besides in a small handful of boroughs, on how to identify or support victims. However we have started working with 16 councils across London in the first six months of the project. We are assisting in developing their response. For example, we are helping draft Hackney’s protocol on trafficking; assisting Hounslow to draft a trafficking referral pathway and review their response systems in each department; and arranging a training event for frontline workers in Enfield. To inform this work, we have established a London Working Group (LWG), with 40 members, made up of anti-trafficking NGOs based in London, diaspora organisations, sex work and homeless projects, police, and lawyers. We update the group on our work with councils, and on new projects, and ask for their feedback and involvement. –Stakeholders welcome this work and this is in effect the first pan-London partnership.

We are lobbying City Hall to keep trafficking on the agenda, and so far the Police and Crime Committee have agreed to question the Deputy Mayor and Police on our and the LWG’s concerns.

National Networks Coordinators Forum and NGO Advisory Forum - We continue to coordinate the quarterly NNCF forum meetings. There are now 17 regional partnerships and we receive feedback that these are a useful source of information and support. We are trying to establish how the information from within the Forums can be used to evaluate trafficking trends. The NGO Forum has around 90 attendees from around the UK - this provides a unique opportunity to share best practice and avoid silo-ed work.

Awareness Raising - We hosted our annual Media and Outstanding Contribution to Combatting Slavery Awards in Speaker’s House in Parliament on Anti- Slavery Day this year. The Home Secretary and the Speaker presented present awards.

Together with partners we co-organised a [day long conference](#) evaluating the process the UK has made in addressing slavery following the Modern Slavery Act. We have a large number of experts presenting including The Independent Anti-Slavery Commissioner and Fiona Mactaggart MP.

We are providing awareness sessions at various council and NHS events across London – for example at an event for all community safety leads in London and at a conference for all GPs in Southwark.

Informing Parliamentarians -The APPG, which we organise, continues to meet regularly and has recently made recommendations to ensure provisions of the Modern Slavery Act are properly implemented around Child Trafficking Advocates and Transparency In Supply Chains

Parliamentarians Against Human Trafficking - In September we held a successful conference with the Romanian Parliament, with attendance of parliamentarians heading Committees from Bulgaria, Serbia, Hungary and UK. There was agreement to explore establishing parliamentary structures (such as slavery subcommittees) to ensure human trafficking remained high on each country's agenda.

Do you have any particular learning points to share?

Securing hard data regarding victims and what happens to them remains challenging. Funding for national partnerships is fragile and mostly dependant on engaged PPCs, which may be subject to change due to election outcomes. There is a huge discrepancy between local authorities and police forces in engagement and commitment. In spite of earlier assumptions that partners would prefer to work remotely there has been a real demand from coalition partners for physical meetings.

What are your plans for the remainder of the period funded?

In addition to our core work the Foundation plans the following:

Long term support – Building on the reports 'Life Beyond the Safe House' and 'Day 46' and work with London Councils we are considering if we can establish a best practise pilot project of long term support for male and female victims in London. We hope to promote and support more pan- London anti- trafficking structures, this will be influenced and informed by our work with Diaspora communities. We will also be publishing recommendations and policy asks based on our coalition work with NGOs and lawyers who support victims in practise.

London Conference – This will be run in 2017 together with ECPAT UK and the Shiva Foundation and will be aimed at engaging commitment from local councils.

European work – Working with more countries across Europe and helping develop steps and supporting the European MPs to set up permanent parliamentary structures in the countries.

Police- We sit on HMIC Inspection of Modern Slavery and Human Trafficking Expert Reference Group.

NRM and support structures- We will be publishing and promoting our joint recommendations with the Anti- Slavery Commissioner's Office and the ATMG

What will happen at the end of the grant?

We are hopeful that, by the end of the grant, the recommendations for long-term support will be examined by the Home Office; the majority if not all London Councils will have anti – slavery structures in place and there will be a Pan-London partnership; and the European parliaments will have or will be setting up anti-trafficking parliamentary committees. The Foundation is constantly re-evaluating its role and priorities to ensure we add value where it is most needed.

CITY BRIDGE TRUST – Strategic Initiative progress report

Legal Education Foundation

Ref: 13259

Grant Amount: £320,000

Purpose of grant:

£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.

Project Start Date: Dec 2017

Projected End Date: Jan 2020

Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:

The Justice First Fellowship is an initiative of The Legal Education Foundation to support the next generation of social welfare lawyers to deliver justice in their communities. Through the scheme, aspiring social welfare lawyers are fully funded for two years during which time they (i) complete the compulsory training contract and qualify as specialist solicitors in this area of law; (ii) get responsibility for a project that advances access to justice and provides a valuable chance for the Fellow and their host organisation to develop a new area of work; and (iii) are brought together to receive additional support and training.

Over the course of three years, City Bridge Trust will co-fund with The Legal Education Foundation six Fellows in specialist Centres of Excellence advice agencies in London. Centres of Excellence, also supported by City Bridge Trust, is an initiative where specialist social welfare advice agencies serving Londoners go through a rigorous assessment of their management and sustainability. The initiative is helping to identify an infrastructure of effective advice agencies across the capital. Funding Fellows in these organisations supports this infrastructure to increase its provision of immediate legal help to disadvantaged communities as well as help these agencies to invest in meeting future needs.

Grant expenditure will begin in December 2017 when the first three Fellows have been recruited and begin work but preparation for this is well underway.

- An open, competitive host recruitment process was run and three specialist London advice agencies were selected– Islington Law Centre, Royal Courts of Justice CAB and South West London Law Centres.
- With funding from the Legal Education Foundation plus further co-funding this year from seven other partners, the three London organisations will be part of a wider cohort of 13 organisations hosting Fellows in this round. This will take the total number of Fellows funded since the start of the project to 31.
- Applications for Fellows closed in September and candidates are currently being short-listed prior to interviews in late October / November.
- Planning is underway for the Fellows conference in February 2018 when the new cohort of Fellows will be brought together for the first time.
- Preparation for Round 4 is also underway. Applications for hosts are now open and the Foundation has notified London Legal Support Trust and encouraged it to publicise the opportunity to Centres of Excellence.

- Unbound Philanthropy has been a key partner since the scheme was established and has just agreed a second grant to Foundation of £120,000 over two years. This contributes to the administration of the scheme and to the support provided to Fellows.

Do you have any particular learning points to share?

The scheme received 116 applications this year, compared to 158 last year despite increased comms activity. We are exploring the reasons for this. It may be the scheme is settling on its natural number of graduate lawyers that want to focus on this specialist area of law. Increased pressure on student finances and the low salaries of social welfare lawyers is no doubt also a factor. We are examining the quality of candidates carefully and, so far, this remains high. We have analysed where applicants heard of the scheme and the majority received information via their law school and we plan for the next round to do more promotion in law schools. The ratio of opportunities to applications is still **higher** than comparable Fellowship schemes in the US.

We have commissioned respected legal services consultant Vicky Ling to carry out an independent review of the scheme so far. Early conclusions are very positive. We will use Vicky's findings particularly to enhance the wider support offered to Fellows to ensure they have the right skills to progress in their work after the scheme. We are also looking at whether the Solicitors Regulatory Authority 'equivalent means' process offers a more flexible alternative to the standard training contract.

What are your plans for the remainder of the period funded:

We are in discussions with Chartered Institute of Legal Executives (CILEx) about creating a legal executive route within the Fellowship.

We will proceed with the annual cycle of recruiting hosts and Fellows, delivering the wider support events, developing links with co-funders and publicising the scheme to stakeholders.

What will happen at the end of the grant?

The grant will have supported six new specialist social welfare lawyers to complete their compulsory training and gain valuable wider experience that will help them move on into long and effective careers delivering much needed legal help to vulnerable and disadvantaged Londoners. The projects established by the Fellows will have delivered valuable benefits to Londoners and potentially created new services that will continue to provide support.

We hope that the role and value of social welfare law will be increasingly widely acknowledged within the legal community and wider stakeholders, including funders.

CITY BRIDGE TRUST – Strategic Initiative progress report

Thames21 Ltd

Ref: 12252

Grant Amount: £340,000

Purpose of grant:

£340,000 over three years (£134,000; £102,000; £104,000) for the staff and operational costs of a Development Programme to increase and sustain London volunteers' involvement in protecting the capital's waterways.

Project Start Date: May 2014

Projected End Date: Sept 2017

Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:

The Strategic Group of this Development Programme has produced the 5-Year plan (2016 to 2021). The staff team contributed in its production to ensure the message was joined-up and coherent.

Investment in a CRM database (Customer Relations Management), plus staff induction and training, has allowed Thames21 to illustrate who engages with the organisation; where they live, their ethnicity, age and gender. Once the data is fully captured from the whole team, Thames21 will use this information to plan strategically to ensure that Londoners are better represented in future activities.

Taster sessions were run where Thames21 has not traditionally engaged with the community; including areas within Barking & Dagenham, Barnet, Brent, Haringey, Havering, Hillingdon, Newham and Thurrock. Sessions included discovery and nature walks, family fun days, clean ups, 'paddle and pick' clean ups and a photography competition. The impact of this resulted in new volunteers sign-posted to other Thames21 activities, including: Thames River Watch, the accredited Training Programme, and education sessions with schools.

These sessions also provide the evidence that certain project ideas are viable and additional funding has been applied for. In one instance, following successful taster sessions on the River Frays in Hillingdon, Thames21 recently began a new project to focus on community engagement around that river.

Promotional items have been designed or purchased to promote Thames21 at events, presentations and fairs, e.g. posters, PowerPoint templates, branded guidelines, banners, a photographer and staff training on social media. This has increased audience participation amongst Thames21's activities, and a new method of recording information across the organisation is producing useful statistics.

Development of a new volunteer role to support staff at events: the Waterway Engagement Volunteer. This team of volunteers are fully trained and assist by ensuring that volunteers complete the new registration form and can engage with passers-by.

Do you have any particular learning points to share?

The waterways around London have an appeal about them that continues to attract people. The waterways offer a selection of opportunities so most people can find an event that suits them: e.g. through improving their personal skills in training courses, through increasing their activity with clean ups and walks, which is also a proven method to improve levels of mental health. As well as those who wish to improve their local environment and decrease the impact of their actions.

The new database is proving to be a vital investment. This asset will continue to assist Thames21's growth and activity. It is an involved and time consuming procedure to induct and train staff to the stage that they are competent and confident in using it. But the long term benefits will outweigh the time it takes to induct and learn how to use the system.

What are your plans for the remainder of the period funded:

- To evaluate the location of Thames21's existing work and locate new opportunities.
- To evaluate the data to show the true picture of audience engagement across London and beyond.
- To use the statistics from the database to focus engagement with a wider cross section of Londoners.
- To use the Annual Survey to analyse how involvement with Thames21 helps to change behaviour in matters that affect the waterways and local environment.
- To continue to offer taster sessions.
- The Development team will fundraise to continue the development of new opportunities and to also sustain the projects which are establishing.

What will happen at the end of the grant?

The grant has enabled the organisation to work where there was demand from the community and where Thames21 saw an area that had the potential for impact. It is expected that these local demands and needs will continue as the waterways around London continue to engage and inspire residents to improve their local environment.

The Development team has used this time:

- to establish connections with community members and stakeholder groups;
- to explore new areas and waterways, running taster sessions and building new relationships;
- to respond to enquiries in areas where it has not had much previous impact; and
- to build a picture of who the Thames21 audience is.

The outputs of this work are showing that there is definite potential to continue the range of Thames21's work in current and new areas. This vital information will be used to sustain and grow the work of the organisation.

It is planned that by the end of the Programme, Thames21 will have successfully fundraised to continue where these opportunities have become apparent.

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Committee:	Date:
The City Bridge Trust Committee	24 th November 2016
Subject: Investing in Londoners - statistical report – September 2013 to August 2016	Public
Report of: Chief Grants Officer	For Information

Summary

This paper provides statistical analysis of grant applications received in the first three years of your Investing in Londoners grants programme (September 2013 to August 2016). In this period 989 grant applications were received and 461 grants awarded for a total amount of £35,685,515. The report analyses application numbers and success rates; awards by individual grant programmes; awards by London borough; and beneficiary numbers.

This report includes only applications and awards made under the Investing in Londoners programmes which are open to all eligible organisations through your standard application process. It does not include programmes with a bespoke application process (Arts Apprenticeships, London Youth Quality Mark, Hardship Fund and the Stepping Stones Fund) or Strategic Initiatives.

This report is produced on an annual basis. A statistical report on *monitoring reports* received from grantees under the Investing in Londoners programme will be due at your May 2017 committee meeting.

Recommendations

Members are asked to:

- Note the report.

Main Report

Introduction

1. The Investing in Londoners programmes were launched in September 2013 and the first awards made in January 2014. This report deals with all applications received between September 2013 and August 2016 under the Investing in Londoners (iIL) programmes which are open to all eligible organisations through your standard application process:

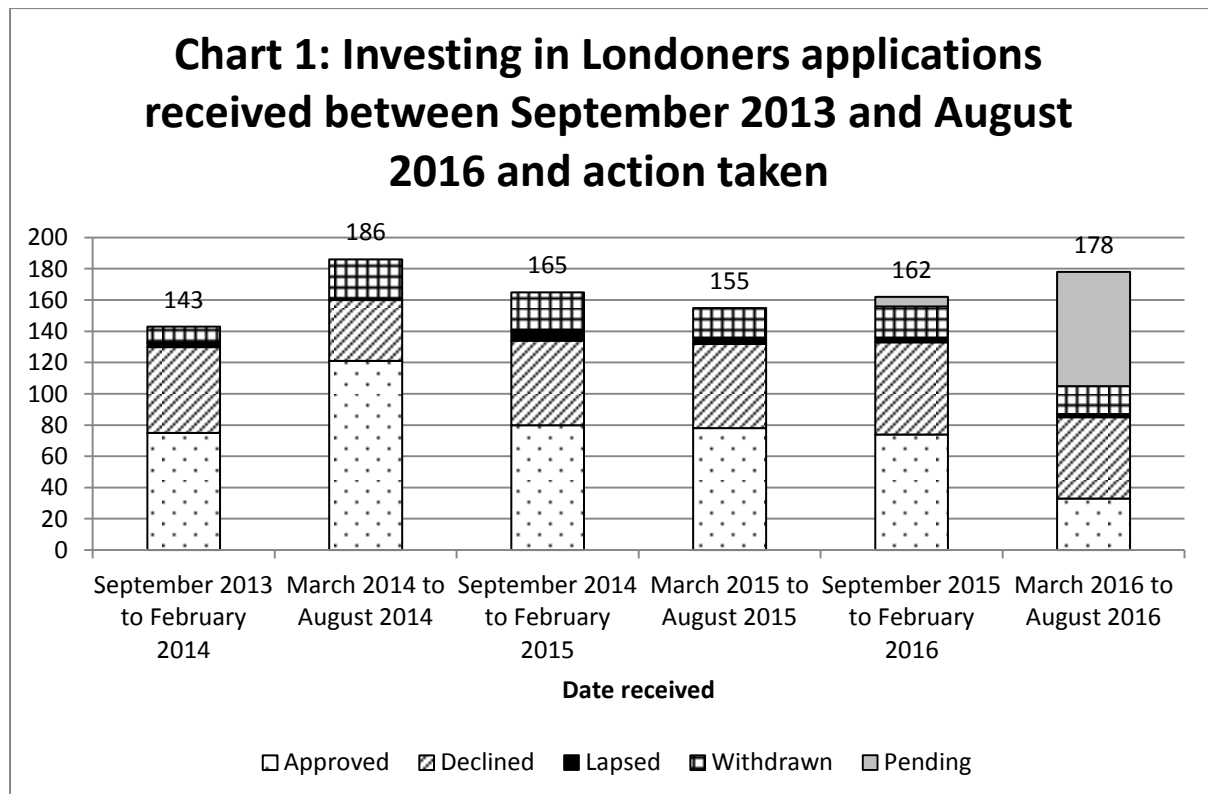
- Making London More Inclusive
- Reducing Poverty
- Improving Londoners' Mental Health
- Strengthening London's Voluntary Sector

- Older Londoners
- Improving London's Environment
- Resettlement and Rehabilitation of Offenders
- Making London Safer
- English for Speakers of Other Languages
- Eco Audits

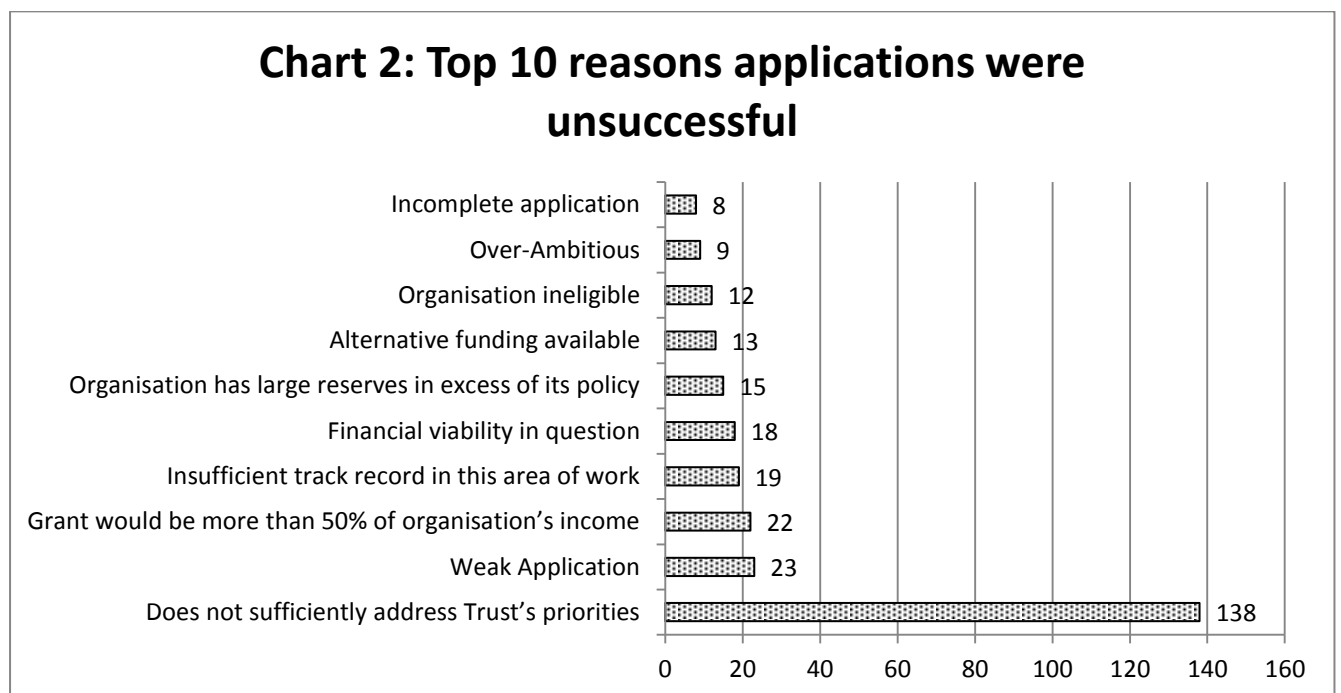
2. Programmes with a bespoke application process (Arts Apprenticeships, London Youth Quality Mark, Hardship Fund and the Stepping Stones Fund) as well as grants awarded through Strategic Initiatives are not considered in this report.
3. Please note that this report reflects action taken on grants up to the end of October 2016.

Applications received and action taken

4. 989 applications were received between September 2013 and August 2016. 910 (92%) of these applications have been assessed resulting in 461 grant awards for a total amount of £35,991,196. Chart 1 shows the applications received and action taken in each six month period since Investing in Londoners opened. The level of applications has been fairly steady with an average of 165 applications in each period. Slightly fewer applications were received in the first six months whilst organisations familiarised themselves with the new programmes and funding criteria.



5. The average success rate of applications under the first two years of Investing in Londoners was 54%. This compares favourably to other funders and to your former 5-year grants programme: Working with Londoners, which had an average success rate of 45%. This suggests that the clear guidance and improved application process are helping applicants to make appropriate requests. Investing in Londoners has reinforced the Trust's requirement for applicants to demonstrate a clear need for the proposed work and that they have the requisite skills and experience to deliver successful outcomes.
6. Of the 910 applications assessed 449 were unsuccessful, of which 116 were withdrawn by the applicants and 20 were lapsed by the Trust following repeated unsuccessful attempts to gather further information. Chart 2 shows the top 10 reasons why the remaining 313 applications were declined. A poor application can be rejected for several reasons and feedback is always made available to applicants should they seek it. The most common reason was that applications did not sufficiently meet the Trust's priorities. The Trust provides clear online guidance to applicants, specifying what can and cannot be funded. In addition, prospective applicants can seek guidance from officers if they need assistance with the interpretation of any Trust programmes.
7. You will see from Chart 2 that a number of applications were rejected due to financial concerns. The financial health of an organisation is a key part of a grant officer's assessment, and includes balance sheet strength, forecast income, future sustainability, and cash-flow.



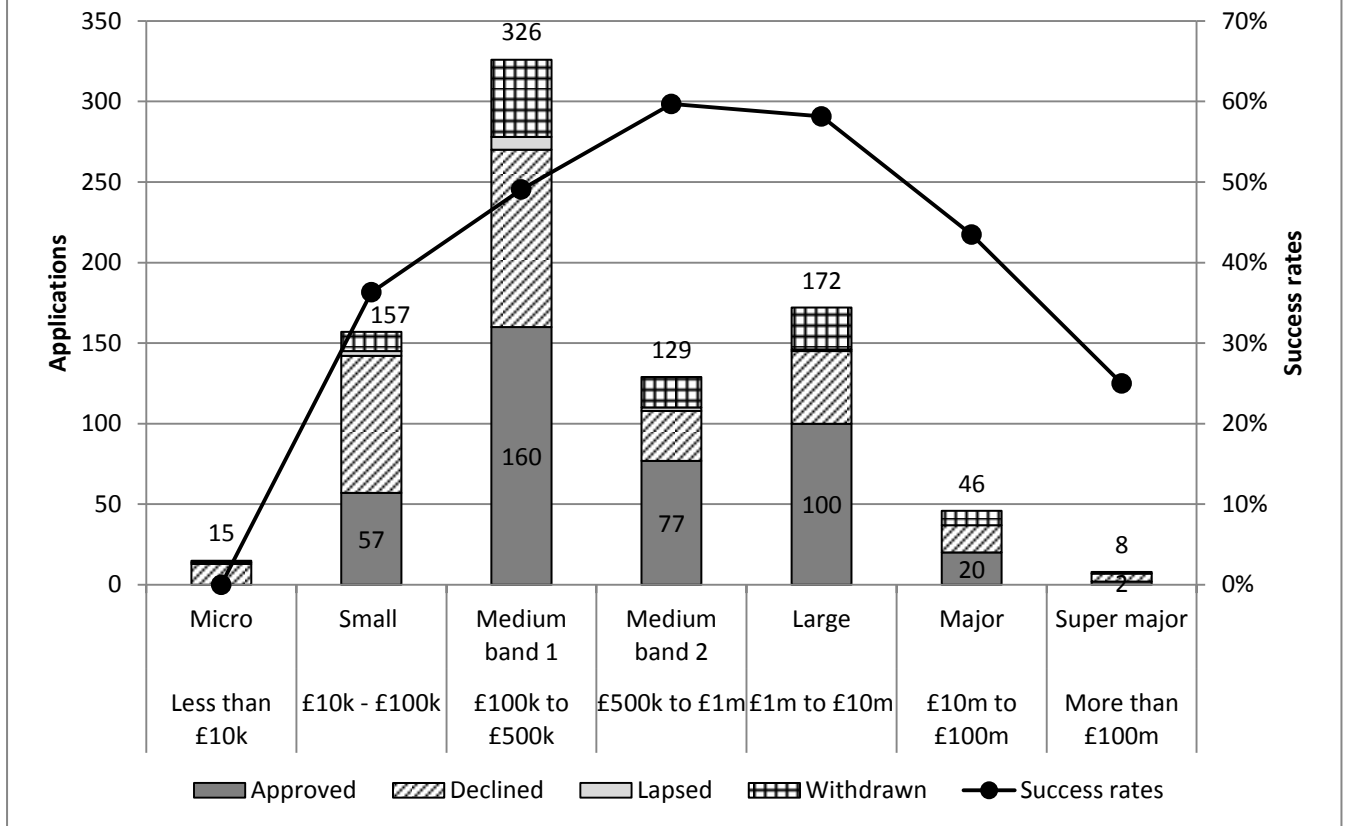
8. Most organisations applying to the Trust have made a previous application (76%). For the 31% applying for the first time success rates are considerably lower (38% compared to 55%). Rejection reasons are broadly similar though proportionately more organisations submitted incomplete applications or applications for work with insufficient London benefit. To some extent it is

inevitable that there will always be prospective applications outside of the Trust's scope of funding. The Trust always offers feedback when an application is declined and this may be helping to drive up the success rates for repeat applicants.

9. Chart 3 shows applications to the Trust by organisation size¹
The core applicants to the City Bridge Trust are smaller medium sized organisations (income of £100k to £500k), but there is a good spread of grants to organisations with incomes ranging from £10k to £10m. The larger organisations in this band have the higher success rates which may be due to higher staffing including specialist fundraising staff and organisational infrastructure such as finance functions that can support the application process. By contrast smaller organisations are more likely to be declined for financial reasons such as financial viability and the requested grant comprising more than 50% of the organisation's total income. The most common rejection reason amongst all income sizes is however that the application does not sufficiently address the Trust's priorities.
10. The Trust does not run a small grants programme and funds tend not to reach 'micro sized' organisations with incomes of less than £10k. Applications from these organisations are low. At the other end of the spectrum the Trust funds few very large organisations, and just 2 'super major' organisations with incomes of more than £100m (NSPCC and Leonard Cheshire Disability).

¹ Income bands based on categories as used in NCVO's 2016 Almanac

Chart 3: applications and success rates by organisational income



Comparison by grant programme area

11. Investing in Londoners includes 10 grant programmes under its standard open application process. Making London More Inclusive is the largest programme accounting for a fifth (20%) of all Investing in Londoners grant awards. The Reducing Poverty, Improving Londoners’ Mental Health and Strengthening London’s Voluntary Sector programmes have all seen high levels of grant awards. At the other end of the spectrum Resettlement and Rehabilitation of Offenders and English for Speakers of Other Languages have seen the least applications and grant awards. Some of the reasons for this are explored below.
12. Table 1 shows the applications received and action taken broken down by programme area. Please note that the figures will change when the 79 ‘pending’ applications reach a decision. Nonetheless they are helpful in giving an indication of progress to date.

Table 1: summary of grant applications and awards by programme area

Fund/Program	Grant awards	Applications received	Total grant award	Success rate	Average grant size
Making London More Inclusive	113	214	£7,227,011	53%	£63,956
Reducing Poverty	56	114	£5,912,840	49%	£105,586
Improving Londoners' Mental Health	61	142	£5,760,270	43%	£94,431
Strengthening London's Voluntary Sector	47	90	£5,072,815	52%	£107,932
Older Londoners	57	147	£4,407,380	39%	£77,322
Improving London's Environment	27	62	£2,445,790	44%	£90,585
Making London Safer	19	52	£2,104,860	37%	£110,782
Resettlement & Rehabilitation of Offenders	18	50	£1,937,690	36%	£107,649
English for Speakers of Other Languages	18	59	£1,002,440	31%	£55,691
Eco Audits	45	59	£120,100	76%	£2,669
Grand Total	461	989	£35,991,196	47%	£78,072

13. **Making London More Inclusive** continues to be the largest programme in terms of applications, grant awards and total grant value. It currently accounts for over a fifth (23%) of all Investing in Londoners grants (by value) and has the highest success rate (53%). This includes a high number of grants (31) for disabled people to take part in arts or sport activities as well as 32 access audits (small grants of £5k and under) and 21 capital grants to make community buildings more accessible.
14. The **Reducing Poverty** programme, which funds work addressing food poverty and money, debt and housing advice, has developed well. It was a new programme under Investing in Londoners and has the second highest total grant award at £5,912,840, an above average success rate (49%) and a healthy number of applications (114). Most awards (47) fund the provision of money, debt, housing and legal advice. A smaller number of awards (8) help to tackle food poverty either through the provision of meals or through food preparation/cookery training and advice on food preparation. Most projects are aimed at all local communities in need of support and advice to alleviate poverty. However, a small number of projects are targeted at specific groups including care leavers, families with young children, disabled people, and Black and Minority Ethnic communities.
15. The Trust made a high number of grant awards (61) for a total amount of £5,760,270 under the **Improving Londoners' Mental Health** programme which reflects your longstanding involvement in this field and the range of work funded. There has been a focus on work with children and young people which accounts for just under a third of funding awarded under this

programme. Awards to support people from BME communities to accessing appropriate mental health services have also been high.

16. Despite an average number of grant awards (47) **Strengthening London's Voluntary Sector** has a high total grant amount of £5,072,815. This is due to it having a high success rate (52%) and a high average grant size at £107,932. 55% (18) of grants made in this area are to help voluntary and community sector organisations improve their monitoring, evaluation and impact reporting skills. This is a positive sign as this was identified as a particular area for development in the last Quinquennial review.
17. 57 grant awards were made under your **Older Londoners** programme, which is just above average, though more may have been expected given the high numbers of applications received (147). A high number of applications (30) were withdrawn by the organisation following the advice of officers, to enable the applicant to carry out further work to strengthen the proposal before re-submission. In other cases there was insufficient targeting of the 75 and over age group. 60% of successful applications (34) were for work with Londoners aged 75 and over to increase wellbeing and enable more active and healthier lives. Smaller numbers of grants have been made for work with older carers (9), money and housing advice (5) and to support people with dementia (9).
18. The **Improving London's Environment** programme is one of the more modest programmes accounting for 7% of grants awarded (27) and 7% of the total grant award (£2,445,790). Grants awarded fund a range of biodiversity projects including those aimed at encouraging local schools and/or communities to grow food; environmental volunteering; conservation of London's waterways; and work with homeless people. No applications or grants have been made to date for work specifically promoting tree-planting and/or community tree warden schemes, though tree conservation may form a part of some of the projects funded.
19. **Making London Safer** is one of the new areas of work funded under Investing in Londoners. Only 19 grant awards have been made in this area, which has had a low number of applications (52) and a low success rate (37%) largely due to applications being made that did not address your criteria sufficiently. The low application rates may reflect the challenging circumstances facing potential applicants. Research commissioned for your last quinquennial review found that domestic violence services in London were limited and in some cases threatened with closure. Similarly it found that voluntary organisations that work with trafficked victims have been badly impacted by public sector cuts. The average grant size in this area was however the highest at £110,782, suggesting that the grants awarded were of a particularly high standard. Of the grants awarded, most are to provide advice, advocacy and support to survivors of domestic violence (11). 4 grants have been made to support survivors of trafficking, 2 to support victims of hate crime and 2 to specifically support children and young people living in refuges.
20. Your **Resettlement and Rehabilitation of Offenders** programme is a very focused programme with just one outcome area. It is not surprising, therefore,

that the lowest number of applications (50) was received for this programme and only 18 grants were made. The specialist nature of this work means that there are relatively few suitably qualified organisations and a number of applications were rejected because they lacked a relevant track record (5) or because the application was weak (3). By the same token, successful applications were of a particularly strong quality giving high average grant award levels of £107,649.

21. The joint lowest number of grant awards (18) was made under your **English for Speakers of Other Languages** programme. This is due to the relatively low numbers of applications (59) and the lowest success rate of any programme (31%). Applications are often from smaller organisations (47% have a turnover of less than £100k) and in 25% of cases the rejection reason was due to the requested grant making up more than 50% of an organisation's total income. Low application numbers may in part be due to the focused nature of this programme, but are also likely to be due to your requirement that teaching staff hold a recognised qualification and that peripheral work (e.g. IT classes) will not be funded. Whilst this focus may limit the number of grants it will increase the quality of work delivered, ultimately increasing attainment and positive outcomes.
22. The Trust's **Eco Audit** programme allows organisations – including current grantees – to request the costs of an eco-audit, training or consultancy to improve their own organisation's environmental performance. Towards the end of Working with Londoners requests for eco-audits had dwindled. It is therefore encouraging to see that the Trust's efforts to publicise the programme has resulted in a very healthy 45 awards to date.

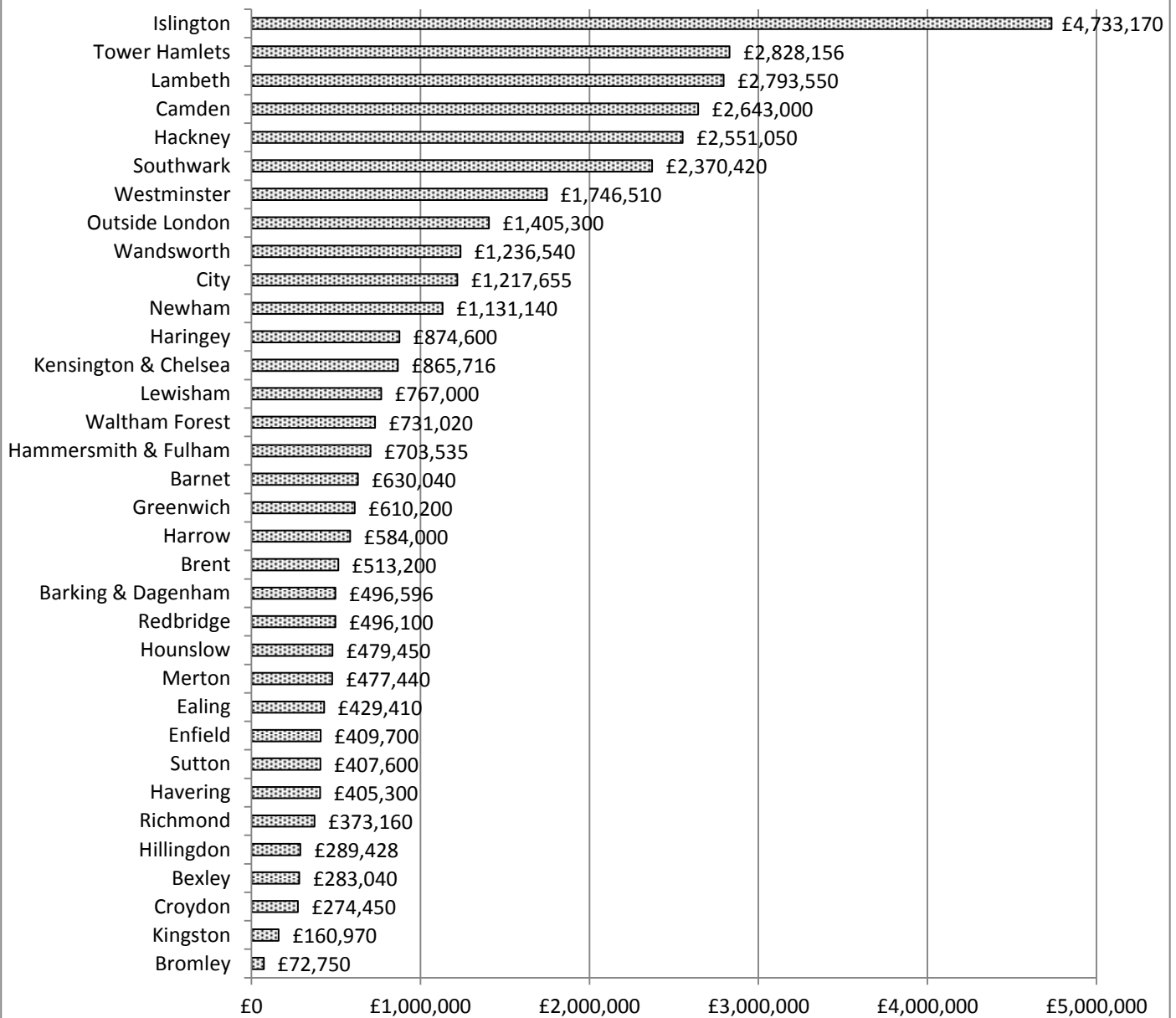
Geographical distribution

23. There are two key geographical measures which the Trust uses to track its grant making. The first is the location of the applicant organisation which shows the borough in which the applicant's offices are based. The second is the borough(s) of London in which the work would be delivered and the beneficiaries located. Often, of course, there is an overlap between the two measures. As with the sections above there will also be some change once the 79 pending applications are assessed.

Applicant organisation's location

24. It is helpful to consider the distribution of City Bridge Trust funding by the applicant organisation's location as this helps the Trust to understand where stronger parts of London's voluntary sector are located, and importantly, where you may need to target capacity building support. It should be noted however, that this will include organisations with a regional or national remit, as well as those which are locally based. Chart 4 shows the total grant awards for the 384 successful applications to date by applicant organisation's location.

Chart 4: Grant awards (£) by organisation's location



25. Organisations based in Islington, Tower Hamlets and Lambeth received the highest monetary level of grant awards from the Trust. These three areas received a total of £10,354,876, nearly a third (29%) - of all funds made during this period and Islington and Lambeth experienced above average success rates (64%, and 59% respectively). Each of these boroughs has relatively high concentrations of voluntary organisations and they benefit from historically strong infrastructure support. As inner London boroughs with good transport connections, they also include the offices of many organisations with a regional or national geographical focus.

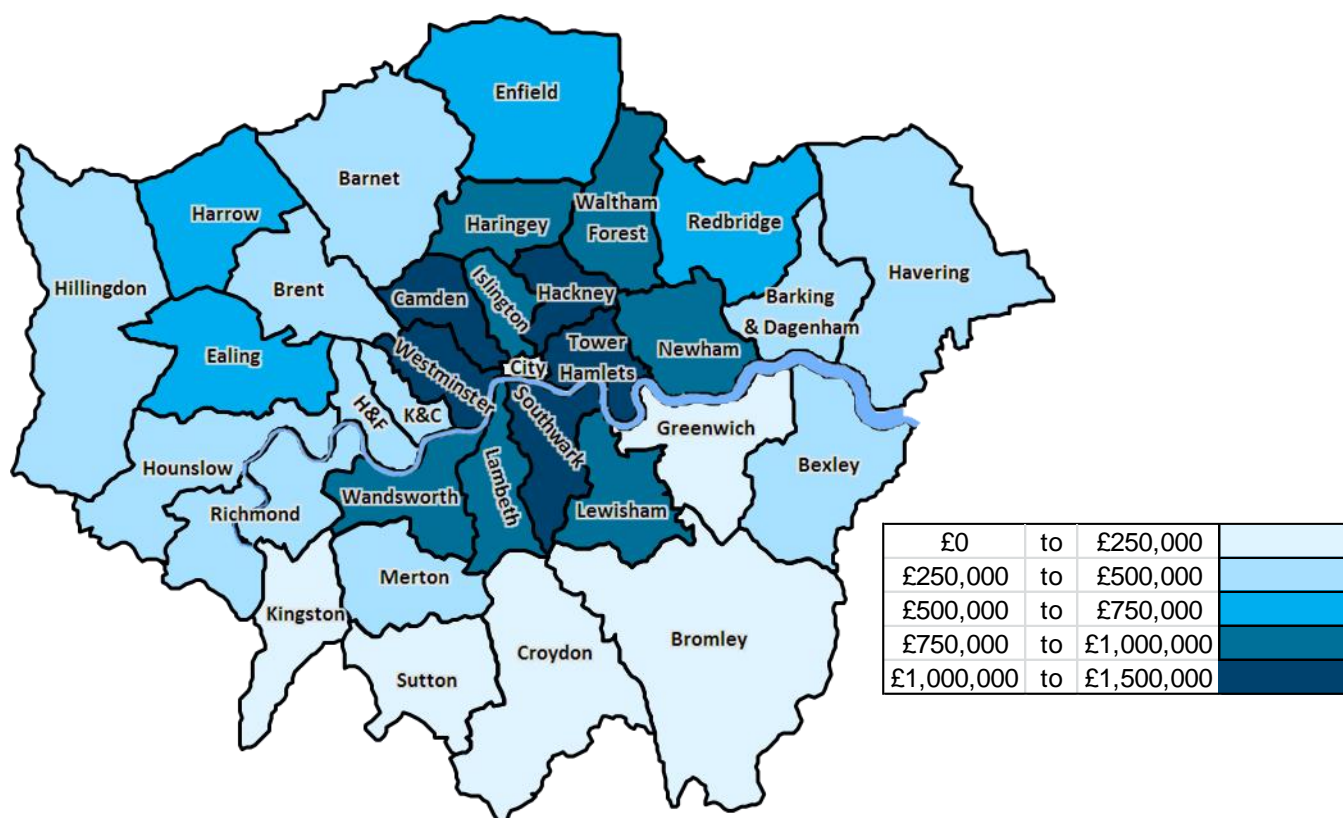
26. By contrast, organisations based in Bromley, Kingston, Croydon, Bexley and Hillingdon received very low levels of funding from the Trust. All these boroughs had a low level of applications (16 or less) and in the cases of Bromley, Croydon and Hillingdon this is coupled with a very low success rate. By contrast Bexley had the joint highest success rate (80%) of any borough.
27. A full summary of grant information by location of applicant organisation is shown in Appendix A.

Beneficiary location²

28. Diagram 1 shows the area(s) of London that grants awarded under Investing in Londoners will primarily benefit. This excludes £15,228,895 made for work with London-wide benefit and £622,061 where the beneficiary location is not known.
29. Please note that the beneficiary location data analysed provides only an estimate in order to understand more fully the geographical benefit of the grants awarded. There are several limitations to the data:
 - Inaccurate or missing data provided by applicants as to which boroughs beneficiaries are anticipated.
 - The need for grantees to estimate this data, particularly where they may be proposing a new programme. Comparison with monitoring data suggests that beneficiary numbers are often overly ambitious at application stage.
 - Grantees are only able to state up to 5 beneficiary locations (London boroughs or the option of London-wide).

² Beneficiary location analysis excludes access audits and eco audits as this level of data is not collected for these grants. The analysis is therefore based on 384 grants.

Diagram 1: Value of grant awards made by anticipated beneficiary location



Map sourced from GLA Intelligence Unit, UK Open Government Licence. Contains Ordnance Survey data © Crown copyright and database rights.

30. 43% of the total grant amount awarded is for work with a pan London benefit. Of work with a targeted geographical area, funding is greater to the inner boroughs³ at £11,869,183 (excluding the City) compared to £7,936,947 to Outer boroughs⁴. This is consistent with your grant-making over the years. It may not reflect, however, the current trends of disadvantage in London. London's Poverty Profile notes that there has been a shift of poverty away from London's inner core toward the outer suburbs which has continued in recent years⁵. It stresses however that places such as Hackney, Newham and Tower Hamlets are still frequently found at the wrong end of the rankings for indicators on benefit receipt and worklessness.
31. It can also be seen that a low level of the Trust's funding is reaching the Outer South boroughs. Whilst according to London's Poverty Profile this region performs better on inequality measures than the outer east and northeast, and inner east and south, Bromley ranks in the worst 4 boroughs for inequality and Croydon appears in the bottom half of a range of deprivation indicators including inequality, education and low pay.

³ Hackney, Haringey, Islington, Lambeth, Lewisham, Newham, Southwark, Tower Hamlets, Camden, Hammersmith and Fulham, Kensington and Chelsea, Wandsworth, Westminster

⁴ Barking and Dagenham, Bexley, Enfield, Greenwich, Havering, Redbridge, Waltham Forest, Barnet, Brent, Ealing, Harrow, Hillingdon, Hounslow, Richmond, Bromley, Croydon, Kingston, Merton, Sutton

⁵ London's Poverty Profile, 2015, Aldridge, Born, Tinson and MacInnes, for NPI funded by Trust for London

32. Paragraphs 33 to 37 explore levels of deprivation and differences in funding on a borough basis.

Addressing Deprivation

33. To understand how effectively the Trust's grant-making is targeting deprivation in London, the total grant monetary award by beneficiary location has been ranked against the relative position of each borough in the Government's 2015 Indices of Multiple Deprivation (Table 2). The Indices combine economic, social and housing indicators into a single score, allowing areas to be ranked against each other according to their level of deprivation. To make sense of the range and to identify anomalous boroughs, the measure of dispersion (standard deviation) has been calculated. The rows in Table 2 are shaded to help show these anomalies:

- Dark grey: significantly less or more total grant amount awarded than expected
- Light grey: slightly less or more total grant amount awarded than expected
- White: in line with expectations

Please note that the data used excludes £15,228,895 made for work with London-wide benefit and £622,061 where the beneficiary location is not known.

Table 2: City Bridge Trust grant spend by Borough compared to relative position on the Indices of Deprivation (IoD)

Borough	Relative rank on IoD	CBT Rank by borough benefit	IoD rank - Trust rank	Standard deviation from the mean	Grant awards by borough benefit
Greenwich	14	30	-16	-2	£237,231
Barking and Dagenham	3	18	-15	-2	£476,535
Croydon	17	25	-8	-1	£350,479
Kensington and Chelsea	19	26	-7	-1	£350,114
Brent	13	19	-6	-1	£468,244
Hillingdon	23	29	-6	-1	£258,905
Bromley	27	32	-5	-1	£79,316
Hammersmith and Fulham	16	21	-5	-1	£453,890
Haringey	6	11	-5	-1	£791,886
Hounslow	20	24	-4	-1	£382,077
Tower Hamlets	1	5	-4	-1	£1,050,663
Newham	4	7	-3	0	£922,848
Waltham Forest	7	10	-3	0	£813,697
City of London	31	33	-2	0	£28,430
Enfield	12	14	-2	0	£580,968
Bexley	26	27	-1	0	£334,876
Islington	5	6	-1	0	£951,155
Hackney	2	1	1	0	£1,429,450
Kingston upon Thames	32	31	1	0	£84,389
Lambeth	9	8	1	0	£865,203
Lewisham	10	9	1	0	£822,198
Ealing	18	15	3	0	£565,873
Havering	24	20	4	1	£454,170
Southwark	8	4	4	1	£1,137,410
Richmond upon Thames	33	28	5	1	£271,194
Merton	28	22	6	1	£412,945
Sutton	29	23	6	1	£409,030
Barnet	25	17	8	1	£498,390
Redbridge	21	13	8	1	£693,225
Westminster	11	3	8	1	£1,142,965
Wandsworth	22	12	10	1	£777,064
Camden	15	2	13	2	£1,174,339
Harrow	30	16	14	2	£565,405

34. Overall there is a relatively good correlation between Trust's ranks by spend and relative rank in the Indices of Multiple Deprivation. 11 boroughs show no or a very small difference between the two ranks indicating that grant spend is

in line with expectations. A further 18 boroughs show a small difference and 4 boroughs show a much larger difference than expected.

35. Funds awarded for work targeting beneficiaries in Barking & Dagenham and in Greenwich have relatively low Trust rankings despite high deprivation scores. Compared to your Working with Londoners funding programmes, the Trust is funding proportionately more work to benefit Barking & Dagenham. However, at the same time the borough has increased its position on the Indices of Deprivation, further increasing the expectation of funding for this area. Your officers are working with 'London's Giving' and the Leader of the Council to tailor an approach to target effort and resources more effectively. In addition, your officers are in contact with the Chief Executive of the Council for Voluntary Service in that borough who is creating a plan to revitalise the voluntary sector in the area.
36. The mismatch between Trust funds and Indices of Deprivation rankings for Greenwich is more unexpected. The mismatch first appeared in last year's application's report but officers were unable to identify a cause and in the subsequent monitoring report analysis, which looks at actual beneficiary numbers, Greenwich was seen to be doing better than might be expected given its deprivation ranking. In addition, Appendix A shows that the success rate for applications from Greenwich is quite high (595). It is possible that any mismatch in funds/deprivation is an anomaly - nevertheless, your officer with the borough lead for Greenwich will look at this in more detail.
37. At the other end of the spectrum, Camden and Harrow are receiving proportionately more funding than expected given their position on the indices of deprivation. However, since these boroughs were not in this position at the end of the second year of Investing Londoners it seems that it is too early for this to be an indication of a trend.

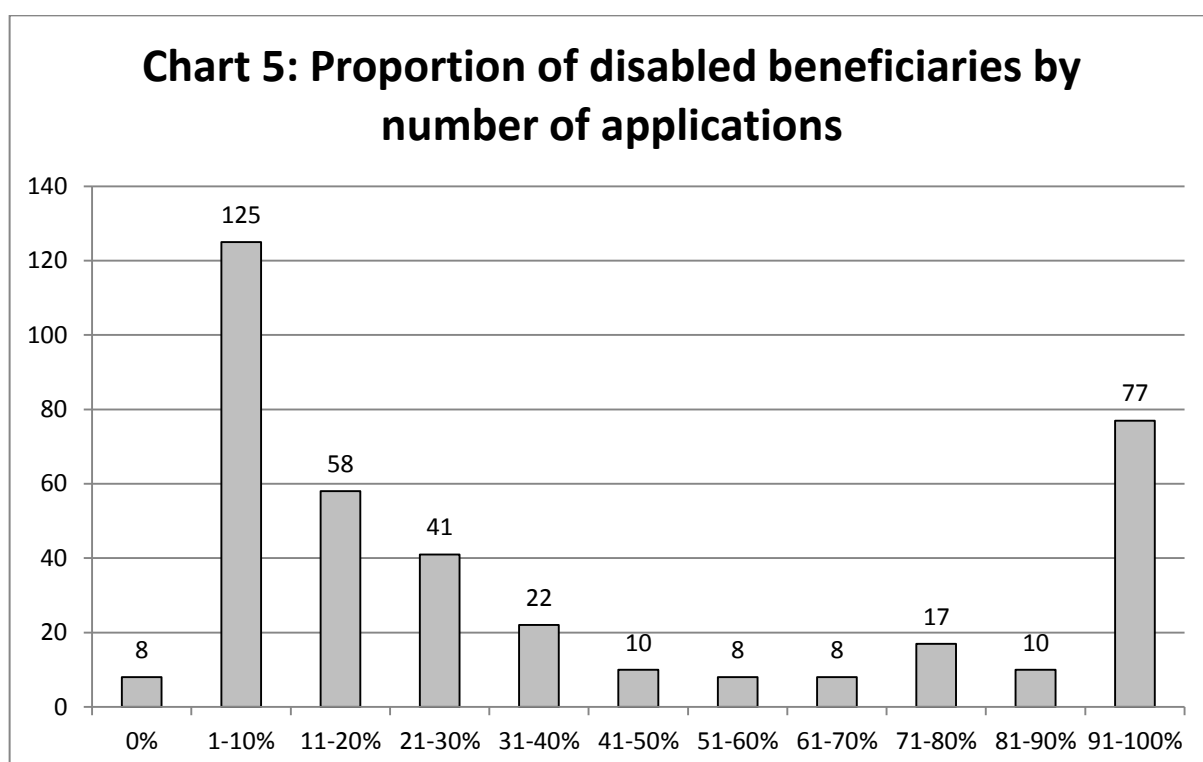
How many people will the Trust's grants benefit?

38. The Trust asks applicants to state how many people they expect will benefit from any funding requested. Based on the forecast information provided by grantees, a total of 243,462 are expected to benefit from the 384 successful grant applications⁶ received between September 2013 and August 2016. This excludes 51 grants which each specify 10,000 or more beneficiaries (the total number is 23,321,107 if these are included!).
39. Beneficiary numbers must however be read with the following caveats. The numbers are indicative only, since they rely on prospective data provided from grant application forms. Different organisations are able to provide this data to different degrees of accuracy. It also does not reflect the level of service proposed - for example a mental health project may work intensively with comparatively few young people, whilst an environmental project may work less intensively with many young people. A typical challenge is where an organisation states a high beneficiary number as they have published web resources, although direct beneficiaries are low.

⁶ This excludes access audits and eco-audits for which this data is not collected.

Equalities data

40. The Trust also asks grantees to provide a breakdown of their users/beneficiaries by gender, age, ethnicity and disability. This provides helpful information for the Grants Officer reviewing the application to understand the reach of the proposed work. However, there is a significant amount of poor quality data provided, which collectively means that equality data, excepting disability data, cannot be helpfully analysed at the moment. The Trust will explore alternative methods to collect and analyse this data.
41. Chart 5 shows the anticipated proportion of disabled beneficiaries for each successful grant award⁷. This shows that the majority of grantees do not anticipate that more than 10% of their grant beneficiaries will be disabled people. According to government figures around 6% of children are disabled, compared to 16% of working age adults and 45% of adults over State Pension age⁸. This highlights the continued importance of your aim under Making London more Inclusive of community buildings that are more accessible and as a result more widely used by disabled people. Positively, Chart 5 also shows a noticeable concentration of grants (77) which aim to work almost solely with disabled people. This is due, largely, to grants funded under your Making London more Inclusive programme but also includes work under Improving Londoners' Mental Health, Older Londoners, Making London Safer, Reducing Poverty, Resettlement and Rehabilitation of Offenders and Strengthening London's Voluntary Sector.



Conclusions

⁷ This excludes access audits and eco-audits for which this data is not collected.

⁸ <https://www.gov.uk/government/publications/disability-facts-and-figures/disability-facts-and-figures#fn:3>

42. The first three years of your Investing in Londoners grants programme have seen 989 grant applications, 910 grant assessments, and 461 grant awards for a total amount of £35,991,196 to date. The most common reason that applications are rejected continues to be because they fail to meet the Trust's priorities. Officers have taken steps to widely communicate your priorities; however, there will always be those who will apply anyway, regardless of the criteria in place.
43. 43% of the total grant amount awarded is for work with a pan London benefit. Of work with a targeted geographical area, funding is greater in the inner regions (£11,869,183 compared to £7,936,947 in outer boroughs). Grant funding is also significantly lower in the outer south London boroughs. Overall there is a good correlation between the Trust's rank by spend and relative rank in the Indices of Multiple Deprivation with only two boroughs (Barking & Dagenham and Greenwich) receiving less funding than may be expected. An estimated 243,462 Londoners are expected to benefit from the successful grant applications received between September 2013 and August 2016.
44. This report is one of two reports that the City Bridge Trust committee receives each year on applications and grants made. The next report is on grants made and due at your May 2017 committee. This will analyse monitoring report data on the work that has been delivered and the difference that has been made once funding is received.

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Appendix A

Grant information by location of applicant organisation

Organisation's location	Grants awarded	Applications	Total grant award	Average grant size	Success rates
Barking & Dagenham	8	16	£496,596	£62,075	50%
Barnet	10	26	£630,040	£63,004	43%
Bexley	4	5	£283,040	£70,760	80%
Brent	10	20	£513,200	£51,320	53%
Bromley	3	12	£72,750	£24,250	33%
Camden	28	67	£2,643,000	£94,393	45%
City	11	25	£1,217,655	£110,696	52%
Croydon	4	16	£274,450	£68,613	31%
Ealing	7	26	£429,410	£61,344	32%
Enfield	6	22	£409,700	£68,283	33%
Greenwich	10	19	£610,200	£61,020	59%
Hackney	31	61	£2,551,050	£82,292	54%
Hammersmith & Fulham	13	22	£703,535	£54,118	59%
Haringey	10	25	£874,600	£87,460	40%
Harrow	10	21	£584,000	£58,400	53%
Havering	5	9	£405,300	£81,060	56%
Hillingdon	4	12	£289,428	£72,357	36%
Hounslow	4	6	£479,450	£119,863	67%
Islington	52	88	£4,733,170	£91,023	64%
Kensington & Chelsea	14	28	£865,716	£61,837	56%
Kingston	5	10	£160,970	£32,194	56%
Lambeth	33	63	£2,793,550	£84,653	59%
Lewisham	12	23	£767,000	£63,917	55%
Merton	5	15	£477,440	£95,488	36%
Newham	16	26	£1,131,140	£70,696	64%
Outside London	19	52	£1,405,300	£73,963	38%
Redbridge	12	16	£496,100	£41,342	80%
Richmond	7	18	£373,160	£53,309	39%
Southwark	29	49	£2,370,420	£81,739	63%
Sutton	5	8	£407,600	£81,520	63%
Tower Hamlets	35	74	£2,828,156	£80,804	51%
Waltham Forest	9	19	£731,020	£81,224	47%
Wandsworth	12	30	£1,236,540	£103,045	41%
Westminster	18	60	£1,746,510	£97,028	35%
Grand Total	461	989	£35,991,196	£78,072	51%

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Committee	Dated:
The City Bridge Trust Committee	24 th November 2016
Subject: Report on monitoring visits	Public
Report of: Chief Grants Officer	For Information

Summary

This report introduces reports from monitoring visits to Catholic Children's Society and Hackney CVS.

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 Catholic Children's Society and Hackney CVS. The first award, under the Trust's mental health programme recently concluded. It funded a new family therapy service which the charity plans to maintain subject to fundraising. The second award, to Hackney CVS is a partnership programme with the Community Accountancy Project to deliver training on monitoring, evaluation, impact assessment and financial management.

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LEARNING VISIT REPORT
Catholic Children's Society (Westminster) 11383

<p>1.1 Date of visit: 9th May 2016</p>	<p>1.2 Name of visiting Grants Officer: Tim Wilson</p>	<p>1.3 People met with: Greg Brister (Head of Service Development), Alison Webster (Service Manager) and Magda Butkiewicz (Family Therapist)</p>
<p>1.4 Programme Area & Outcomes: Improving Londoners' Mental Health - more children & young people receive specialist help resulting in improved mental health</p>		
<p>1.5 Purpose of the award: £105,000 over three years (£45,000; £35,000; £25,000) towards the costs of a full-time Systemic Family Psychotherapist.</p>		
<p>MONITORING INFORMATION</p>		
<p>2.1 Project Outcome 1: To increase the capacity of the Bishop Harvey Family Service through the employment of a Family Psychotherapist Progress made: The successful recruitment of a Family Psychotherapist who has experience from statutory Child and Adolescent Mental Health Services (CAMHS) and who has remained with the project throughout has enabled CCS' to deliver a wider range of mental health support services than would otherwise have been possible without the Trust's funding.</p>		
<p>2.2 Project Outcome 2: To improve children and young people's mental health and resilience through specialist and intensive early intervention support Progress made: Both qualitative and quantitative data gathered throughout the period of grant funding indicate successful outcomes for children and young people, as well as positive benefits for parents and carers. In addition to client testimonies the charity has used clinically recognised national outcome scales to measure the difference its work has made.</p>		
<p>2.3 Project Outcome 3: To enhance the engagement of parents and carers in therapy sessions Progress made: A typical service period has involved 16 sessions of intensive family therapy over a 6 to 12 month timeframe. Clients normally present with entrenched and 'problematic' family dynamics, and the therapy has been successful in improving parental/carer levels of affection, communication, trust, and engagement with other services.</p>		
<p>2.4 Project Outcome 4: To strengthen family relationships by empowering parents and carers to understand and effectively support the mental health needs of their child</p>		

Progress made: The charity reports good improvements in most family relationships, but notes that situations where there has been a bereavement, or where there is a parental mental illness or a history of domestic violence, it has been much harder to deliver the expected levels of change.

GRANT OFFICER COMMENTS

With permission from the Trust the charity opted to deliver its family therapy services from its Muswell Hill base which is bright and welcoming and which avoids a 'clinical' feel. The charity has made two rooms available for family therapy, with the space selected based on the age of the child.

CCS experienced some difficulty recruiting a Family Therapist and there was a delay before the first grant instalment was drawn down. The charity wished to find the right person who would manage the volume of work and the need to provide some 'out-of-hours' services. Referrals have been received from GPs, CAMHS, schools and word of mouth, and the charity has worked hard to ensure that services are introduced to potential clients in a way that does not judge the quality of their parenting.

After initial assessment, clients start either individual or family therapy, with the potential to switch from one service to another depending on the views of the therapeutic team. Exit strategies are discussed with families at an early stage, and CCS note that, in the majority of cases, it hasn't been necessary to refer clients to other services after the 16 session intervention period. The charity has a high level of managerial and team support in place to assist the post-holder.

Monitoring reports have been consistently good, and indicate the service has worked with around 50 children and young people each year. The total number of parents/carers has been approximately 70 each year, lower than the 90 expected at time of application, because the charity has engaged more clients from single-parent households.

The charity is maintaining the family therapy service, using its own voluntary income to cover the costs of the post-holder at present, and attempting to raise funds from other Trusts and Foundations. CCS reports that it is a difficult fundraising task since very few grant-makers award the same level of funding as City Bridge Trust, and there is a common (mistaken) assumption that the level of support offered by the charity should be provided by statutory services. In fact, CCS is attempting to deliver early intervention therapy that prevents issues from escalating. Unfortunately, whilst this preventative model is effective, it is less readily funded than crisis intervention services which would typically be delivered with clients after problems had become acute.

LEARNING VISIT REPORT
Hackney Council for Voluntary Service 12247

1.1 Date of visit: 22nd September 2016	1.2 Name of visiting Grants Officer: Tanzeem Ahmed	1.3 People met with: Kishore Kanani, Senior Organisational Development Manager
1.4 Programme Area & Outcomes: Strengthening London's Voluntary Sector.		
1.5 Purpose of the award: £157,000 over three years for a capacity building programme helping frontline organisations improve their monitoring, evaluation and impact reporting, and their financial management skills.		
MONITORING INFORMATION		
2.1 Project Outcome 1: 60 FLO's (Frontline organisations) increase their skills, knowledge and ability to design and implement monitoring and evaluation systems Progress made: Hackney CVS has run “ <i>delivering change</i> ” for 2 years. The project has recruited 44 organisations onto the programme against a target of 40. Groups are recruited through promotional material posted on the website and leaflets. They are required to complete an application and are interviewed for their suitability. As well as those applying directly to the programme, the Local Authority also nominated 5 groups. Work is delivered through a series of seminars and one to one support over a year. Feedback is collected at the end of each training session as well as through an external evaluation which found an increase in confidence in all 5 areas assessed. The greatest benefit was seen in the categories “ <i>ability to design and implement monitoring and evaluation systems</i> ” (91% increase) and “ <i>ability to manage finances effectively.</i> ” The external evaluator found an 82% increase in this area.		
2.2 Project Outcome 2: 60 FLO's Recognise the role of monitoring and evaluation in learning and improving performance Progress made: During the learning visit, I observed a session on how digital methods are used to demonstrate social impact. The observed session was really engaging and participants were very complementary of the trainer and content. I spoke with one of the participants who was very positive about the sessions noting that it “ <i>made me realise that there are tools that I did not know existed before this session</i> ”. Another participant said she wanted to use digital tools but needed a little guidance so this course was exactly what she was looking for.		
2.3 Project Outcome 3: 60 FLO's Implement an outcomes approach to better demonstrate their social impact Progress made: Whilst many FLOs come to the project wanting assistance with fundraising, the		

project enables the groups to realise that effective fundraising relies on the ability to report on performance and demonstrate impact. Groups felt that the training and one to one session assisted them to measure and showcase impact to internal and external stakeholders. During the visit, the Project Officer provided several case studies where groups who demonstrated enhanced skills in this area had improved their income through fundraising. The external evaluator reported an 82% increase in skills in this area in the participating groups.

2.4 Project Outcome 4: 60 FLO's have greater impact reporting ability

Progress made:

Through the programme, groups hear from external speakers who are expert in the field of data collection, databases and Excel. The Project Officer acknowledges that the participants learn in different ways and so all training sessions are complemented with one to one sessions with the Project Officer, who helps groups imbed learning and apply this to their everyday work. Peer to peer learning is also encouraged as groups benefit from hearing from peers who already have new systems. The Action Learning sets were very positively received. The external evaluators also found that 82% of groups reported an increase of skills in this area.

2.5 Project Outcome 5: Community Accountancy Project (CAP) will deliver training and support to help groups strengthen their financial management systems.

Progress made:

CAP sessions take place once a month and cover areas such as Financial Health Checks, Budgets and Cash-flows, Business Planning, Taxation, VAT, Pension and PAYE. There is a set programme which groups work through. The external evaluator found that this was the area in which participants reported the greatest increase in skills, with 91% demonstrated an increase in confidence in this area. Groups commented on specific areas where they have been supported such as opening a charity bank account to managing their book keeping. The partnership with the Community Accountancy Project is working well.

GRANT OFFICER COMMENTS

Speaking to the groups and being able to observe sessions taking place gave the impression of a well- received service, even if some prompting is needed to encourage organisations to attend regularly. Groups were very complimentary of the Project Officer and his dedication towards them. The Project officer brings several years of experience of capacity building and has developed networks and resources which he has brought to the project.

Hackney CVS wants to change the delivery methodology and trial a method called Appreciative Enquiry. This model starts with the strengths and skills which individuals and organisations have. These are then used to set goals and milestones for achievement. This method will be piloted for the final year of Trust funding and it will be interesting to see if organisations are more receptive to this.

Committee	Dated:
The City Bridge Trust Committee	24 th November 2016
Subject: Events attended	Public
Report of: Chief Grants Officer	For Information

Summary

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

Recommendation

Members are asked to:

- Receive this report and note its contents

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CITY BRIDGE TRUST

Professional Development Events, Conferences and Seminars Attended 6th September to 4th November 2016

Date	Organisation	Type of Event	City of London's Representative	Location/ Borough	Summary
06/09/16	The Social Innovation Partnership	Meeting	Shegufta Rahman, Grants Officer	The House of St. Barnabas, Soho	A meeting to discuss ways in which Livery Companies could collaborate on the issue of employability. Skinners, Goldsmiths, Clothworkers and Haberdashers were in attendance.
08/09/16	Chinese National Healthy Living Centre	Conference	Ciaran Rafferty, Principal Grants Officer; Sandra Davidson, Grants Officer	Soho	An informative conference on dementia and Alzheimer's within the Asian community. Guest Speaker was Angela Rippon. You are currently funding the organisation in this work.
09/09/16	The Social Innovation Partnership	Meeting	Jack Joslin, Grants Officer	City Hall	A round table discussion looking at how Mental Health services can share practice and data more effectively.
12/09/16	London Councils	Meeting	Chief Grants Officer	London Councils' Offices	A meeting to discuss third sector infrastructure support.
14/09/16	Global Philanthropy Project	Seminar	Ciaran Rafferty, Principal Grants Officer	Hospital Club, West End	Launch of a report and subsequent discussion on the funding picture for LGBTI organisations.
14/09/16 and 15/09/16	BBC Children in Need	Grants Committee	Ciaran Rafferty, Principal Grants Officer	BBC, Wood Lane	Your officer attended his final grants committee, having served for almost 5 years.
16/09/16	City of London Corporation/LB Westminster	Meeting	Chief Grants Officer	Guildhall	A visit from colleagues at LB Westminster to meet with Chief Grants Officer and colleagues from EDO to share learning around grants and corporate responsibility.

19/09/16	London Funders	Seminar	Tim Wilson, Principal Grants and Social Investment Officer	King's Cross	A meeting of the monitoring and evaluation network which your officer chairs. This session, with speakers from Youth Music and Lloyds Bank Foundation, looked at the use of data.
21/09/16	London Funders	Seminar	Ciaran Rafferty, Principal Grants Officer	King's Cross	A meeting of the Children & Young People's Network which your officer chairs.
22/09/16	The Worshipful Company of Girdlers'	Speaking Engagement	Chief Grants Officer	Girdlers' Hall	The Chief Grants Officer was invited to speak about the work of the City Bridge Trust to a meeting of the Girdlers' Benefactions Committee.
26/09/16	Young Harrow Foundation	Launch	Ciaran Rafferty, Principal Grants Officer; Jack Joslin, Grants Officer	Harrow School	The official launch event for the Foundation which you are co-funding with John Lyon's Charity
28/09/16	London Funders	Meeting	Chief Grants Officer	Battersea	A meeting to discuss the challenges facing civil society.
29/09/16	City Bridge Trust	CBT Officers Strategy Half Away-day	CBT Officers	Whitechapel Art Gallery	The CBT team attended a Strategy Half Awayday to discuss future plans.
3/10/16	Centre for the Acceleration of Social Technology	Seminar	Tim Wilson, Principal Grants and Social Investment Officer	Cabinet Office	A meeting of commercial companies, statutory agencies and charitable funders to discuss how the voluntary sector might make better use of innovation arising in the tech sector.
3/10/16	London Symphony Orchestra	Learning Visit	Chairman; Sheguffa Rahman, Grants Officer	London EC1V	Learning Visit for current grant under 'Making London More Inclusive' programme.

4/10/16	Clothworkers	Meeting	Tim Wilson, Principal Grants and Social Investment Officer	Clothworkers' Hall	Your officer was asked to present the Corporation's social investment work (including the Stepping Stones Fund) to a meeting of Members and officers of this Livery.
4/10/16	London Funders	Seminar	Jack Joslin, Grants Officer	London Funders	A Funding Seminar focusing on work in the Criminal Justice arena.
5/10/16	Hounslow Local Authority	Funders Fair Conference	Shegufta Rahman, Grants Officer	Hounslow Civic Centre	Your officer was asked to deliver presentations on Investing in Londoners' programmes to prospective applicant organisations in Hounslow.
6/10/16	Charity Finance Group	Seminar	Karen Atkinson, Head of Charity & Social Investment Finance	London EC1A	Monthly members meeting – focus on business partnering
7/10/16	London's Air Ambulance	Visit	Chairman; Marianne Fredericks; Chief Grants Officer; Martin Hall, CBT; Stephanie Basten, PR	The Helipad of The Royal London Hospital, Whitechapel	A visit to celebrate the CoL logo being displayed on the London's Air Ambulance, and to learn about the project that the CBT grant is funding.
7/10/16	The Living Wage Foundation	Conference	Sufina Ahmad, Head of Strategic Review; Shegufta Rahman, Grants Officer; Jack Joslin, Grants Officer	Friends' House, Euston	Conference to highlight the opportunities, challenges and future practice of paying the London Living Wage.
11/10/16	City Bridge Trust / London Funders	Reception	Deputy Chairman; Chief Grants Officer	Basinghall Suite	A Master-class in Collaboration and Co-Production.
11/10/16	Grant Funders Network meeting	Seminar and Networking event	Julia Mirkin and Sandra Davidson, Grants Officers	RAF Benevolent Fund	Presentation by Christine Scullion, Head of Innovation and Learning for The Robertson Trust, followed by Networking

12/10/16	Buttle UK	Advisory Group Meeting	Ciaran Rafferty, Principal Grants Officer	Victoria	A very informative meeting to review the Anchor Project which you are funding.
17/10/16	Esmee Fairbairn Foundation	Meeting	Karen Atkinson, Head of Charity & Social Investment Finance	London N1	Meeting with Investment Director to explore thoughts on being a signatory to the UN Principles for Responsible Investment
18/10/16	City of London Corporation	City Bridge Trust Annual Chairman's Dinner	CBT Members; CoL Members; CBT Officers; CoL Officers; CBT Grantees	Saddlers' Hall	The City Bridge Trust Chairman's Dinner, this year held in honour of the Past Chairman, Jeremy Mayhew; and with Baroness Tanni Grey-Thompson delivering a speech.
19/10/16	UBS	Meeting	Tim Wilson, Principal Grants and Social Investment Officer	UBS' office at Broadgate	Your officer was asked to join a judging panel for UBS' Social Innovators scheme.
19/10/16	The Prince's Trust & Corporation's Economic Development Office	Seminar	Chairman; Sufina Ahmad, Head of Strategic Review; Jack Joslin, Grants Officer	Mercer's Hall	A panel discussion following the launch of The City's Business guide in March 2016. This event focussed showcasing best practice in targeted provision to address youth unemployment across London.
20/10/16	City Bridge Trust	CBT Members' Strategy Half Away-day	CBT Members; CBT Officers	London EC4	A Members' Strategy Half Awayday to discuss the next strategic (quinquennial) review.
21/10/16	Campaign Against Living Miserably (CALM)	Visit	Chairman; Chief Grants Officer	London SE1	A visit to a CBT grantee, to learn about the project that the CBT grant is funding.
21/10/16	The Prince's Trust	Young Ambassadors Debut Speeches	Shegufta Rahman, Grants Officer	Prince's Trust House, EC2M	An event for Young Ambassadors to make their debut speeches to an audience, following the completion of their Young Ambassador Training.
01/11/16	Lloyds Bank Foundation	Meeting	Ciaran Rafferty, Principal Grants Officer	Southwark	A meeting to compare and contrast the operational process of two similar funders, with a view to sharing best practice.

03/11/16	Association of Charitable Foundations (ACF)	Conference	Chairman (morning, only) Chief Grants Officer; CBT Officers	London WC1	A one-day annual conference focusing on all aspects of funding.
03/11/16	St Giles Trust	Meeting	Deputy Chairman	Girdlers' Hall	The Deputy Chairman had a meeting with Rob Owen of St Giles Trust, which is supported by both City Bridge Trust and by the Girdlers' Company.

**General Events and Receptions
Attended 6th September to 4th November 2016**

Date	Organisation	Type of Event	City of London's Representative	Location/ Borough	Summary
6/10/16	The Prince's Trust	Lunch	Shegufta Rahman, Grants Officer	House of Lords	A lunch hosted by Lord Young of Graffham to thank organisations for their support, marking the 40 th anniversary of The Prince's Trust.
12/09/16	City Bridge Trust/Centre for London	Reception	Chief Grants Officer	Guildhall	A reception for the launch of the "Future of London" essay collection.
12/09/16	New Local Government Network (NLGN)	Reception	Chief Grants Officer	Guildhall	A reception for the launch of the NLGN report "Capital Spend, Social Value".
20/09/16	London Funders	Annual General Meeting	Chief Grants Officer	London EC2	The Chief Grants Officer attended the London Funders AGM, as he sits on their Board.
22/09/16	City of London Corporation/Economic Development Office/The Brokerage	Reception	Shegufta Rahman, Grants Officer; Jack Joslin, Grants Officer	Markel International office, EC3M	Celebration event for the City Business Traineeship programme.

29/09/16	Price Waterhouse Cooper	Dinner	Jeremy Mayhew	London Riverside	A Dinner with the theme "Building Public Trust".
03/10/16	Parallel London	Reception	Ciaran Rafferty, Principal Grants Officer	Barclays, Canary Wharf	A reception hosted by Barclays to thank those involved with delivering and supporting the Parallel London event in September.
04/10/16	Institute of Contemporary Arts	Reception	Chairman	Frieze London	A launch reception for the funding of arts apprenticeships.
26/10/16	Prince's Trust International	Reception	Chairman; Deputy Chairman; Jeremy Mayhew; Town Clerk; Shegufta Rahman, Grants Officer; Jack Joslin, Grants Officer; Kyro Brooks, On Purpose Associate	Guildhall Art Gallery	UK launch of Prince's Trust International

City Philanthropy Events
Attended 6th September to 4th November 2016

Date	Organisation	Type of Event	City Philanthropy Representative	Location/ Borough	Summary
28/9/16	BeyondMe and City Funding Network Multiplier effect	Philanthropy/ fundraising	Cheryl Chapman Rosie Hudson Mithchell	SE1	A City Philanthropy supported event bringing millennials together with charities raising £18,000 and introducing people to giving.
10/10/16	Financial News Extra Mile Advisory Panel	Awards panel	Cheryl Chapman	The News Building	Advising the judges of Financial News Extra Mile Awards that celebrate people in finance who are donating, fundraising or are active in social change.

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