



## The City Bridge Trust Committee

**Date:** THURSDAY, 11 MAY 2017  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Karina Dostalova  
Simon Duckworth  
Alderman Alison Gowman  
Marianne Fredericks  
Deputy the Revd Stephen Haines  
Alderman Alastair King  
Vivienne Littlechild  
Deputy Edward Lord  
Jeremy Mayhew  
Wendy Mead (Chief Commoner)  
Dhruv Patel  
Ian Seaton  
Deputy Dr Giles Shilson  
Alderman Andrew Parmley (Ex-Officio Member)  
Vacancy (to be filled at the Court of Common Council meeting on 25 May)

**Enquiries:** Philippa Sewell  
tel. no.: 020 7332 1426  
philippa.sewell@cityoflondon.gov.uk

**Lunch will be served in 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. **ORDER OF THE COURT OF COMMON COUNCIL**  
To receive the Order of The Court of Common Council from 27 April 2017.  
**For Information**  
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**  
To elect a Chairman in accordance with Standing Order 29.  
**For Decision**
5. **ELECTION OF DEPUTY CHAIRMAN**  
To elect a Deputy Chairman in accordance with Standing Order 30.  
**For Decision**
6. **MINUTES**  
To agree the minutes and non-public summary of the meeting held on 20 March 2017.  
**For Decision**  
(Pages 3 - 12)
7. **APPOINTMENT TO THE SOCIAL INVESTMENT BOARD**  
Report of the Town Clerk.  
**For Decision**  
(Pages 13 - 14)
8. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**  
Report of the Town Clerk.  
**For Information**  
(Pages 15 - 16)
9. **PROGRESS REPORT**  
Report of the Chief Grants Officer.  
**For Information**  
(Pages 17 - 38)
10. **CITY BRIDGE TRUST FUNDING STRATEGY 2018-2023**  
Report of the Chief Grants Officer.  
**For Decision**  
(Pages 39 - 64)

11. **CBT BUSINESS PLAN AND THE CITY OF LONDON CORPORATION DRAFT CORPORATE PLAN**  
Report of the Chief Grants Officer.
- For Decision**  
(Pages 65 - 82)
12. **EMPLOYMENT & DISABILITY - BRIDGE TO WORK PROGRAMME**  
Report of the Chief Grants Officer.
- For Decision**  
(Pages 83 - 84)
13. **INDEX AND ASSESSMENT REPORTS**  
To consider the Chief Grants Officer's reports on grant recommendations as follows:-
- For Decision**  
(Pages 85 - 86)
- a) Bridge to Work (Pages 87 - 92)
  - b) Action for Kids (Pages 93 - 96)
  - c) Inclusion London (Pages 97 - 100)
  - d) Muscular Dystrophy Group of Great Britain and Northern Ireland (Pages 101 - 104)
  - e) National Autistic Society (Pages 105 - 106)
  - f) Royal Mencap Society (Pages 107 - 108)
  - g) Whizz-Kids (Pages 109 - 110)
  - h) ShareAction (Pages 111 - 112)
  - i) Evolve Housing + Support (Pages 113 - 114)
  - j) Terrence Higgins Trust (Pages 115 - 116)
  - k) Heart n Soul (Pages 117 - 118)
  - l) Royal Hospital for Neuro-disability (Pages 119 - 122)
  - m) Scope (Pages 123 - 124)
  - n) Toucan Employment (Pages 125 - 126)
  - o) Volunteering Matters (Pages 127 - 128)
  - p) Her Centre Limited (Pages 129 - 130)
  - q) Parent Abuse and Reconciliation Service (Pages 131 - 132)
  - r) Children England (Pages 133 - 134)
  - s) Islington Bangladesh Association (Pages 135 - 136)
  - t) Community Southwark (Pages 137 - 138)
  - u) One Westminster (Pages 139 - 140)

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

- a) Applications Recommended for Rejection (Pages 141 - 148)
- b) Grants Approved under Delegated Authority (Pages 149 - 154)
- c) Withdrawn and Lapsed Applications (Pages 155 - 158)
- d) Variations to Grants Awarded (Pages 159 - 160)
- e) Wembley National Stadium Trust (Pages 161 - 164)
- f) The City Bridge Trust Communications (Pages 165 - 182)
- g) Report on Learning Visits (Pages 183 - 188)

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

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

17. **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**

18. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 20 March 2017.

**For Decision**  
(Pages 189 - 190)

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

Report of the Chief Grants Officer.

**For Information**  
(Pages 191 - 194)

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

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

# Agenda Item 3

PARMLEY, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27th April 2017, doth hereby appoint the following Committee until the first meeting of the Court in April, 2018.
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## THE CITY BRIDGE TRUST COMMITTEE

### 1. **Constitution**

A Non-Ward Committee consisting of,

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

### 2. **Quorum**

The quorum consists of any five Members.

### 3. **Membership 2017/18**

#### ALDERMEN

- 6 Alison Gowman
- 1 Alastair John Naisbitt King

#### COMMONERS

- 5 (4) Simon D'Olier Duckworth, O.B.E., D.L
- 7 (4) The Revd. Stephen Decatur Haines, Deputy
- 9 (4) Wendy Mead, O.B.E.
- 3 (3) Karina Dostalova
- 5 (3) Marianne Bernadette Fredericks
- 7 (3) Jeremy Paul Mayhew
- 2 (2) Dhruv Patel
- 6 (2) Ian Christopher Norman Seaton
- 7 (1) Vivienne Littlechild, J.P.
- 7 (1) Charles Edward Lord, O.B.E., J.P., Deputy
- 1 (1) Dr Giles Evelyn Robert Shilson, Deputy

together with the ex-officio Member referred to in paragraph 1 above and one Member to be appointed at the 25 May 2017 meeting of the Court of Common Council.

### 4. **Terms of Reference**

- (a) To determine all applications for grants pursuant to the Cy Pres Scheme for the administration of the Charity known as the Bridge House Estates, made by the Charity Commissioners on 9 February 1995 and brought into effect by the Charities (The Bridge House Estates) Order 1995, as respects the following purposes:-

- (i) in or towards the provision of transport and access to it for elderly or disabled people in the Greater London area; and,
- (ii) for other charitable purposes for the general benefit of the inhabitants of Greater London;

other than grants above a sum of £500,000 which decisions are reserved to the Court of Common Council upon this Committee's recommendation.

- (b) Subject to the terms of the Cy Pres Scheme and criteria as to the eligibility and treatment of applications specified from time to time by the Court of Common Council:-

- (i) to review the criteria referred to above and to make recommendations to the Court of Common Council for changes thereto;
- (ii) to determine conditions and other requirements to be imposed in connection with grants that are approved;
- (iii) in considering the application of surplus income in accordance with clause 2 of the said Scheme, the Trustee<sup>1</sup> shall consult with such person, bodies corporate, local authorities, government departments and agencies, charities, voluntary organisations and other bodies as the Trustee may think appropriate from time to time; and,

(iv) to review, as necessary, the amounts, nature and spread of grants approved or refused, and the operation of administrative arrangements for the Scheme.

c) To be involved in the process for the appointment of the Chief Grants Officer, as appropriate.

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

## THE CITY BRIDGE TRUST COMMITTEE

Monday, 20 March 2017

Minutes of the meeting of The City Bridge Trust Committee held at the Guildhall EC2 at 9.15 am

### Present

#### Members:

Alderman Alison Gowman (Chairman)	Alderman Vincent Keaveny
Ian Seaton (Deputy Chairman)	Vivienne Littlechild
Karina Dostalova	Wendy Mead
Stuart Fraser	Dhruv Patel
Marianne Fredericks	

#### Officers:

Amanda Thompson	-	Town Clerk's Department
Karen Atkinson	-	Chamberlain's Department
Anne Pietsch	-	Comptroller and City Solicitor's Department
David Farnsworth	-	Chief Grants Officer
Sufina Ahmad	-	The City Bridge Trust
Sandra Davidson	-	The City Bridge Trust
Olivia Dix	-	The City Bridge Trust
Sandra Jones	-	The City Bridge Trust
Jack Joslin	-	The City Bridge Trust
Kate Moralee	-	The City Bridge Trust
Ciaran Rafferty	-	The City Bridge Trust
Shegufta Rahman	-	The City Bridge Trust
Tim Wilson	-	The City Bridge Trust
Becky Green	-	The City Bridge Trust
Geraldine Page	-	The City Bridge Trust
Martin Hall	-	The City Bridge Trust
Kristina Drake	-	Communications Team

### In Attendance

- The Prince's Trust

#### 1. APOLOGIES

Apologies were received from the Right Hon. the Lord Mayor Dr Andrew Parmley, Jeremy Mayhew, Deputy Edward Lord and Deputy the Revd. Stephen Haines.

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

There were no declarations.

3. **MINUTES**  
**RESOLVED** – That the public minutes and non-public summary of the meeting held on 6 Feb 2017 be agreed as an accurate record.
4. **OUTSTANDING ACTIONS**  
**RESOLVED** – That the Outstanding Actions update be noted and updated as appropriate.
5. **PROGRESS REPORT**  
The Committee received the regular progress report of the Chief Grants Officer (CGO) and discussed the updates provided, together with a request to agree that the CBT enter the Lord Mayors Show 2017.

The CGO gave updates on the following:

#### The Work Continues

During the five year Strategic Review, the Trust's everyday work continued with visits to see some of the 500+ charities being supported across Greater London.

#### Support for the LGBT sector

Further to the initiative delivered by the Trust in 2016 to determine the funding landscape and potential support needs of London's LGBT sector, and after a well-attended seminar in August 2016, jointly hosted with Trust for London, organisations were asked to identify any needs, especially those which might be more strategic. As a result three outline proposals had been received which were strategic in nature and which had the potential to make a significant, positive, difference to the LGBT community in London. Officers would now assess these requests fully with the intention of bringing them to the May Committee for decision.

#### Stepping Stones

The Trust planned to launch the fourth round of Stepping Stones, its partnership programme with UBS, on March 20<sup>th</sup> 2017.

Since the Fund was launched £2.2m had been shared between 49 organisations across 20 London boroughs. Most of the grants awarded so far funded work which was still underway although 10 organisations had completed their projects, accounting for a grant funding total of £368,000. Of these three had raised social investment to a total value of £16.05m, four reported they had a much clearer idea of the work they needed to deliver before they approached the market, and three had concluded that social investment was not for them. The latter outcome was not a sign of failure since the Stepping Stones Fund was designed to offer charities a safe space in which to examine repayable finance before they took on any sort of balance sheet liability.

#### The Cranfield Trust's Capacity Building Programme, STRIVE.



The Cranfield Trust launched its services for CBT grantees at a Livery Hall event on 9th March during which the Deputy Chairman said a few words of welcome. Infrastructure organisations from across London had been invited to the event along with Chief Executives of around 100 front line charities. There would also be a subsequent event towards the end of the programme to celebrate the achievements of participant organisations and future updates would be provided.

### CBT's Internal Financial Audit

During January 2017, the City of London Corporation Internal Audit team had conducted an audit review of CBT to assess the application and robustness of the checks undertaken, including financial stability, on grant funded applications prior to grant awards. They had also looked to determine whether monitoring arrangements were providing an adequate control of grant funded organisations progress against agreed milestones and assess the adequacy of the processes for reporting to Committee any unusual activity.

Following detailed testing and discussions with the CBT team, the internal audit had reported a green rating confirming that there were robust controls in place across the piece.

### The CBT Financial Assessment Process

In addition to the Internal Audit review and to demonstrate a commitment to maintaining the robust controls evidenced in that, a review of the financial appraisal process had also been undertaken by the Head of Charity and Social Investment Finance. The key focus was to ensure that processes in place were proportionate to the risks presented and value of the grant being requested and to ensure due diligence processes were undertaken.

The review had established that over recent years the practical application of processes had grown in complexity, becoming less efficient and adding to the time taken to turnaround an application. The Grants Officer was the individual closely involved with the applicant, gathering and assessing a wide variety of information, and so the decision had been taken, in consultation with the Deputy Chamberlain, to hand back the responsibility for undertaking the initial financial assessment to Grants Officers.

### CBT Communications and Press coverage

Details of all communications activity against each of the key audiences was noted. Officers were asked to bring future coverage in a more concisely-presented format and as a stand-alone report.

Following the recommendations of the external review, Cheryl Chapman, Director of City Philanthropy, had now ceased as an employee of the Association of Charitable Foundations (ACF). Cheryl will be working in-house

on a 12 month consultancy contract to further embed and extend the learning from the project.

### Human Resources Update

Since the last Committee the CBT had said goodbye to Simrat Kaur-Gupta one of the Trust's administrative officers. Simrat was an excellent team member and had made a valuable contribution to the team. Marek Habrda, who was currently on a short-term temporary contract, had agreed to extend his time to cover this work whilst the new strategy was finalised and resource needs were considered.

Kate Moralee, a newly recruited Grants Officer, was introduced.

### Strategic Review Update

Following the Committee's consideration of the first draft of the Trust's 2018-2023 funding strategy, it had now been published on the Trust's website inviting comment and critique. The CGOC and Head of Strategic Review had been discussing the draft strategy with senior colleagues within the City of London Corporation (CoLC) and wider CoLC staff teams were being engaged through an internal communications campaign. Members had also been consulted through a Members' Breakfast held on 7 March 2017.

Externally, 9 Focus Groups had been scheduled during March 2017 to discuss the next strategy. Links had also been made with Citizens UK and others to consider how to test the strategy, and the language in particular, with Londoners directly.

### Lord Mayor's Show 2017

It was proposed that the Trust took part in the Lord Mayor's Show 2017. With the work currently being undertaken on the 5 year Strategic Review, this would present an excellent opportunity to showcase the work of some of the groups funded.

If agreed a full report, including detailed costings will be brought to the Committee in May 2017.

RESOLVED:

- a) That the report be noted, and
- b) That the CBT enter the Lord Mayors Show 2017

## 6. **EMPLOYMENT & DISABILITY FUND**

The Committee received a report seeking a commitment of up to £3.3m towards a detailed programme to get young disabled Londoners into work and to help maintain their employment.

The programme, the suggested name for which was 'Bridge to Work', aimed to narrow the disability employment gap by funding projects which provided employability support for young disabled people in London and strengthen links between employers and the disabled community.

RESOLVED - To

- a) Agree the name of this programme as *Bridge to Work*
- b) Agree the general allocation of funds as outlined in Table 1 with a designation (with advice of the Comptroller and City Solicitor) of £1.3m as at 31 March 2017 and agreement in principle of £2.0m for the next financial year; and
- c) Instruct officers to bring recommendations on the specific funding to named organisations to the May 2017 Committee.

## 7. **EMPLOYMENT AND MENTAL HEALTH**

The Committee received a report seeking a commitment of up to £1.5m from the Anniversary Fund for a detailed programme supporting people, predominantly young people, with mental health issues into employment.

Members were advised that the mental health element of the programme, which was part of the overall Bridge to Work programme, would build on internal research undertaken in 2016 to identify the most effective mechanisms for supporting young people with mental health problems into and in employment.

RESOLVED – To agree an allocation of funds from the Anniversary fund as follows:

- a) A grant of £65,000 to the Centre of Mental Health as at March 2017.
- b) A designation of £1,435,000 for the next financial year.

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

### 8.1 **Greater London Authority**

**APPROVED** - a grant of £300,000 to support the three-year London Borough of Culture programme to engage disadvantaged and/or hard to reach communities/people. The grant will be paid to and managed by the Greater London Authority (GLA) as part of a wider fund being made available to support this initiative. The grant is conditional on none of the funds being used to cover costs incurred by any statutory body.

### 8.2 **London Funders**

*Chief Grants Officer David Farnsworth left the room for the consideration of this item*

**APPROVED** - a grant of £300,000 over three years (3 x £100,000) to London Funders to continue to develop place-based giving in London.

### 8.3 Prisoners Abroad

**APPROVED** - a grant of £350,000 to continue the partnership with Prisoners Abroad until the Implementation of your new programme in 2018.

### 8.4 Ability Bow

**APPROVED** – £98,900 over 3 years (£32,300, £32,800; £33,800) for a Positive Steps Development Instructor (14 h/p/w), sessional workers and the associated costs of the Positive Steps project.

### 8.5 Arthritis Care

**AGREED** - £129,000 over three years (£38,600; £43,000; £47,500) towards one FTE Young People & Families Coordinator, London-based programme costs including, workshops, family events, volunteer costs, and a contribution to overheads.

### 8.6 Flying Gorillas

**APPROVED** - £75,000 over three years (£27,500, £25,000, £22,500) towards the cost of sessional staff; workshop leaders, general manager and administrator, and associated project costs.

### 8.7 Havelock Family Centre

**APPROVED** - £100,000 for the access works at Aleka House which include a new lift, two disabled toilets, internal doors, accessible entrance, staircase hand rails and associated costs.

### 8.8 Merton Mencap

**APPROVED** - £61,800 over 3 years (£13,900; £23,900; £24,000) to contribute to the salary costs of the Project Manager, Team Leader, and Support Workers and associated running costs for the 'Giving Back Club' project

### 8.9 Action on Hearing Loss

**APPROVED** - £85,300 over three years (£25,800; £29,100; £30,400) towards staffing and operational costs of the Hear to Inform and Connect project for older people in London.

### 8.10 Bubble Theatre Company

**APPROVED** - £66,000 over three years (£20,000; £22,000; £24,000) towards 50% of the full time Project Coordinator's post; activity costs for Creative Homes and The Rotherhithe Shed and a contribution to overheads. Funding in the final year to be contingent on securing match-funding from The Big Lottery.

### 8.11 Enfield Carers Centre

**APPROVED** - £100,100 over three years (£27,000, £36,100, £37,000) towards the full-time Older Carers Advice and Support Officer and associated project costs.

**8.12 InterAct Stroke Support**

**APPROVED** - £69,500 over three years (£22,000; £23,000, £24,500) towards a live reading service for elderly stroke survivors while in hospital and upon discharge.

**8.13 St Joseph's Hospice**

**APPROVED** - £150,600 over three years (£47,000; £50,000; £53,600) towards salary costs of a care manager and administrator (both 0.5FTE) and activity costs of supporting people with dementia nearing the end of life and their carers in Newham.

**8.14 Sudbury Neighbourhood Centre (Middlesex) Limited**

**APPROVED** - £60,000 over three years (3x £20,000) towards the cost of a Senior Care Assistant (salaried at or above the level of London Uvng Wage) and associated activities for work with clients with dementia.

**8.15 The Reader**

**APPROVED** - £87,900 over three years (£35,900; £27,800; £24,200) towards the cost of establishing Shared Reading groups in Croydon targeting isolated older people 75 plus.

**8.16 Disablement Association of Barking & Dagenham (DABD)**

**APPROVED** - £122,000 over three years (£43,000, £39,000, £40,000) towards a halftime Advice Officer Community Solutions, a half time Advice Officer On-line Solutions and associated running costs.

**8.17 Lambeth Law Centre**

**APPROVED** - £133,500 over 3 years (£43,500; £44,500; £45,500) for a Welfare Benefit & Debt Project Case Worker post (31.5 h/plw), and the associated project costs of a new debt and welfare benefits advice outreach project.

**8.18 Lewisham Multilingual Advice**

**APPROVED** - £92,200 over three years (£31,500, £30,100, £30,600) as a contribution towards the Service Manager (8.5 hours per week), Advice Caseworker (11.5 hours per week), Project Administrator (11 hours per week), sessional workers each with different languages (6 hours per week), and associated running costs.

**8.19 Vision Care for Homeless People**

**APPROVED** - £37,100 over 3 years (£2,600, £17,000, £17,500) for the salary of a p/t (2 dpw) Volunteer Manager and associated costs.

**8.20 Alliance for Inclusive Education**

**APPROVED** - £166,300 over three years (£55,900; £55,700; £54,700) towards an Inclusion Champion post (2.5 days per week), the Policy Co-ordinator (0.5

days per week) and a proportion of the Director's time (5 hours per week) and the Communications Officer (1 day per month), as well as the costs of developing the e-hub, and training and capacity building costs.

#### **8.21 Eastside Primetimers Foundation**

**APPROVED** - £99,400 over two years (2 x £49,700) towards Eastside Primetimers Foundation's financial mentoring services for the third sector in Greater London conditional on EPF confirming it is a registered charity.

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

#### **9.1 Grants Recommended for Rejection**

The Committee considered a report of the CGO which recommended that 31 grant applications be rejected for the reasons identified in the schedule in the attached report.

**RESOLVED** – That 31 grant applications detailed in the schedule attached to the report be rejected.

#### **9.2 Grants Approved under Delegated Authority**

The Committee received a report of the Chief Grants Officer which advised Members of six expenditure items, totalling £115,425 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.

#### **9.3 Withdrawn and Lapsed Applications**

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

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

#### **9.4 Variations to Grants**

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

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

#### **9.5 Learning Visit Samples**

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

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

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

A Member asked if the information regarding charities supported by the CBT could be grouped under more general headings instead of individually.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS TO BE URGENT**  
There was no urgent business.
12. **EXCLUSION OF THE PUBLIC**  
**RESOLVED** – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.
13. **NON-PUBLIC MINUTES**  
**RESOLVED** – That the non-public minutes of the meeting held on 6 February be agreed as an accurate record.
14. **PIPELINE OF PRO-ACTIVE STRATEGIC GRANTS**  
The Committee received a report of the CGO outlining the pipeline for strategic grants and detailing the status of those Strategic Initiatives currently under consideration by officers or where the status had changed since the last meeting.
15. **LEARNING VISIT REPORT (NORTH LONDON HOSPICE)**  
The Committee received a report concerning a learning visit to the North London Hospice.
16. **STRATEGIC INITIATIVE MONITORING REPORT**  
The Committee received an update concerning an account of an organisation's first period of funding as a Strategic Initiative.
17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There was no urgent business.

**The meeting closed at 10.45 am**

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Chairman

**Contact Officer: Amanda Thompson**  
**amanda.thompson@cityoflondon.gov.uk**

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<b>Committee</b>	<b>Date:</b>
The City Bridge Trust Committee	11 May 2017
<b>Subject:</b> Appointment to the Social Investment Board	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Philippa Sewell, Committee & Members' Services Officer	

## Summary

The purpose of this report is to consider the appointment to the Social Investment Board. The proposed Terms of Reference and composition of the Board are given below. Subject to approval by the Investment Committee at its meeting on 17<sup>th</sup> May 2017, the Terms of Reference will continue as present with the Board meeting approximately five times a year (including an away day).

The composition of the Social Investment Board includes the Chairman of the City Bridge Trust Committee for the time being or his/her nominee. As Chairman, Alderman Alison Gowman served on the Board for 2016/17. The Investment Committee recently approved a change to the composition including the addition of one Member of the City Bridge Trust Committee.

## Recommendation

It is recommended that consideration be given to the two appointments to the Social Investment Board, namely the Chairman of the City Bridge Trust Committee for the time being or their nominee and one Member of the City Bridge Trust Committee.

## Main Report

### Social Investment Board

#### Composition

- Chairman to be determined by the Board\*
- The Chairman of the Policy & Resources Committee for the time being or his/her nominee;
- The Chairman of the Finance Committee for the time being or his/her nominee;
- The Chairman of the City Bridge Trust Committee for the time being or his/her nominee;
- One Member of the City Bridge Trust Committee;
- The Chairman of the Financial Investment Board for the time being or his/her nominee;
- One Member of the Financial Investment Board;
- One Member of the Property Investment Board;
- Two Members of the Court of Common Council elected by the Investment Committee, one of whom shall have fewer than five years' service on the Court at the time of their appointment.

All nominees must be Members of the Court of Common Council.  
 External co-opted members to be appointed for four-year terms, subject to annual reappointment at the first meeting of the Board after Annual Court in April.

**Quorum**

The quorum consists of any three Members of the Board.

**Terms of Reference**

The terms of reference for the Social Investment Board shall be as follows:-

- a) to approve criteria for social investments and to authorise social investments in accordance with such criteria
- b) to approve the appointment of and monitor the performance of independent advisors tasked with undertaking due diligence of investment proposals; and
- c) all of the above to be consistent with the strategic investment policies determined by the Policy and Resources Committee and the Investment Committee.

There is provision within Standing Orders to enable the Chairman of the Social Investment Board to report on and speak to their activities and responsibilities in the Court of Common Council and to ensure that any decisions are taken without undue delay.

**\*Note on the Chairmanship**

The Social Investment Board shall elect annually a Chairman and a Deputy Chairman from amongst all of its Members (including ex-officio Members who shall also have the power to vote in such elections) with the exception of any co-opted people.

**Membership 2016/17**

Nominee of the Chairman of the Policy & Resources Committee	Alderman Peter Hewitt
The Chairman of the Finance Committee	Jeremy Mayhew
The Chairman of the City Bridge Trust Committee	Alderman Alison Gowman
The Chairman of the Financial Investment Board	Andrew McMurtrie
One Member of the Financial Investment Board	Nicolas Bensted-Smith
Two Members elected by the Court of Common Council	Henry Colthurst Wendy Hyde
Co-opted Members	Elizabeth Corrado Tim Haywood Laura Tumbridge

**Philippa Sewell**

Committee & Members' Services Officer,  
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<b>Committee:</b>	<b>Date:</b>
The City Bridge Trust Committee	11 May 2017
<b>Subject:</b> Report of Action Taken Between Meetings	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report author:</b> Philippa Sewell, Town Clerk's Department	

## **Summary**

This report advises Members of action taken by the Town Clerk since the last meeting of the Board, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and (b).

### **Recommendation:**

Members are asked to note the action taken by the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Board, in accordance with Standing Order No. 41(a) and (b).

## **Main Report**

### **Standing Order No. 41(a) - Strategic Initiative – London Emergencies Trust**

#### **Background**

1. The tragic events of the afternoon of Wednesday 22nd March outside the Palace of Westminster have resulted in four fatalities (plus the assailant) and a larger cohort of about 50 people with injuries ranging from life-changing to the “walking wounded”.
2. After extensive discussions, the London Emergencies Trust (LET) board concluded that the extent of the 22<sup>nd</sup> March incident warranted the initiation of an LET fund and invite a number of donations from trusts and foundations, statutory bodies, philanthropists and other sources (as identified by the British Red Cross).
3. This was the LET's first endeavour since its formation and as such, it held no “working funds” from which to meet its incidental and modest outgoings for its continued operation. This request therefore sought authority to award a grant of £75,000 to LET, of which up to £50,000 would be used as a direct donation to this appeal (the actual sum at the same level that each donor was asked to contribute) with the balance held to meet on-going general expenditure. Sufficient funds remained within the underspend of the core 2016/17 City Bridge Trust grants budget to meet this level of expenditure.

### Reason for Urgency

4. The reason for requesting urgency procedure was twofold: firstly so that the donations fund could be built up without delay, enabling prompt support to be provided to the potential beneficiaries (i.e. within a matter of days rather than weeks); and secondly to assure the London Emergencies Trust that it had funds available to meet any immediate running costs during the current period of activity.

### Action taken

5. It was agreed by the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Board, that:
  - a) A grant of £75,000 be awarded to the London Emergencies Trust (LET) towards a fund for the bereaved families and injured survivors of the Westminster terror attack and to provide LET with working funds to meet other outgoings; and
  - b) That the payment be made to London Funders on behalf of LET, with the funds transferred to an LET bank account when this is operational.

### **Appendices**

6. None.

### **Contact:**

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<b>Committee:</b> City Bridge Trust (CBT)	<b>Dated:</b> 11 <sup>th</sup> May 2017
<b>Subject:</b> Progress Report	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Information</b>

## Summary

This is a regular report by the Chief Grants Officer. You are asked within this report to note:

- The Work Continues.
- Civil Society Futures – The independent Inquiry,
- Charity Commission,
- Strategic Review update,
- Stepping Stones,
- Human Resources update,
- Finance update,
- LGBT strategic support,
- Learning: Praxis, and;
- Grant-making (if today's grants are approved, 10% of your Investing in Londoners core grants budget for 2017/18 will have been approved).

## Recommendation

- a) That the report be noted.

## Main Report

### The Work Continues

1. Whilst we undertake our 5 year Strategic Review, the Trust's everyday work continues in every London Borough. I continue to make Friday visits to see some of the 500+ charities you are supporting at any one time throughout Greater London. Members are reminded they are very welcome to join any of the visits.
2. Most recently I visited The Log Cabin, Ealing. Your grant supports the part-time Counsellor who works with young people aged 14 – 25 who are disabled, or have additional needs, or who are in need. Your Chief Grants Officer visited the leafy site next to Northfields Tube, was given a full tour of the impressive facility (the charity is co-located with Local Authority young people support services) and met the Counsellor you support. She is impressive and clearly doing vital work with young people across the borough.

## **Civil Society Futures – The independent Inquiry**

3. It is a fast changing context for community and voluntary sector organisations: from geopolitics, through to funding and the new relationships between the statutory, private and voluntary sectors. There has also been a reduction in trust of institutions and this has flowed through to some aspects of the charitable sector. Against this backdrop, you will recall that you are contributing to the funding of an Inquiry into the future of civil society along with several other major funders (Baring Foundation, Esmée Fairbairn, Barrow Cadbury, Paul Hamlyn, Lloyds Bank Foundation, Lankelly Chase and Calouste Gulbenkian Foundation).
4. Julia Unwin has been appointed to lead the Inquiry and she is supported by a secretariat of four organisations - Citizens UK, Goldsmiths University, Forum for the Future and openDemocracy.
5. The Inquiry 'kicked off' on Thursday 20th April with the online hub going live, the social media campaign starting and Julia Unwin doing a keynote speech at the NCVO Conference on 21st April 2017.
6. CBT forms part of the Inquiry's Funder Observer Network, and will be meeting with 25 other funders on 9<sup>th</sup> June to discuss progress and feed into the Inquiry. Your Chairman and I will be attending this event.
7. Further updates will be provided to this Committee at key junctures of the Inquiry. More information can be found at: <https://civilsocietyfutures.org>

## **Charity Commission**

8. The Charity Commission for England and Wales announced that it would soon be opening a consultation on whether charities might contribute to the costs of the regulator. Now, with HM Treasury's approval, that consultation looks imminent.
9. The exact nature of the charge is not yet known i.e. What would the threshold be for small and large charities? Would charities be affected on a sliding scale? How would charities be grouped? There is currently no information available on how the Commission plans to implement the charge. CBT will maintain a watching brief on this, working through the National Council of Voluntary Organisations (NCVO) and the Association of Charitable Foundations (ACF) and provide a further update to this Committee in due course.

## **Strategic Review Update**

10. Following your consideration of the first draft of the Trust's 2018-2023 funding strategy, your Head of Strategic Review and I would like to thank all Members for their contributions to date in developing the strategy. A

separate paper follows with the final draft of the funding strategy for your consideration.

11. Once the funding strategy has been approved by Members of this Committee, the strategy will go before Court of Common Council this July. A detailed implementation plan is being developed by your Officers, and will be reported to a future committee. This will include consideration of the resources that will be required to deliver the funding strategy effectively.

### **Human Resources Update**

12. Since the last Committee, Rebecca Green (Grants Administrator) has secured a role as a Grants Manager at the AB Charitable Trust (AB). Rebecca's new role will be part time (3 days per week) and so, for a 12 month period, Rebecca will be staying on with CBT as your Grants Administrator for 2 days per week. This arrangement is likely to commence in mid-June, when she takes up her new role at AB. Additional administrative resource is being organised.
13. Marek Habrda has accepted a 12 month contract to undertake the grants monitoring and evaluation role, previously delivered by Simrat Kaur-Gupta. Marek will start this role on 1<sup>st</sup> May 2017.
14. The 12 month Social Investment On-Purpose scheme completed in April 2017. Both Kyro Brooks and Neha Chandgothia were each in post for 6 months, and both delivered outstanding work on your behalf. Building on their work and to strengthen the Social Investment team, a Social Investment Fund Associate is to be recruited. This job will go out to advert after undergoing the standard job evaluation process.
15. Scott Nixon's contract to deliver the Head of Projects role has been extended for a further 6 months, whilst the wider resource needs of the department are reviewed in light of the Strategic Review,

### **Finance update**

16. CBT has been increasing the strategic approach to its grant making including more longer-term, proactive grants developed in partnership with experts and based on evidence of need.
17. This approach has been taken in respect of 80% of the additional money agreed for grant-making as a result of CBT's 20<sup>th</sup> Anniversary: with detailed plans having been developed and agreed by this Committee to focus grants on the employability of disabled people and those with mental health issues; and also improving the resilience of London's voluntary sector (infrastructure support). The remaining 20% has been committed to charities through the core Investing in Londoners (IIL) grants programme.

18. To deliver these plans and commit the funding allocation to the expert charities selected as grant recipients, a report has been submitted under urgency to Resource Allocation Sub-Committee to approve the carry-forward of the remainder of the 20<sup>th</sup> Anniversary grant funding (agreed by Court but uncommitted as yet to specific charities) of £4,448,000 to the 17/18 financial year. This was requested under urgency to enable the CBT Committee to agree detailed 5 year grant proposals at its May and July 2017 committee meetings.
19. As part of CBT's 5 year strategic review to inform the 2018-2023 grant spend, consideration is being given as to how the approach to the grants budget might be improved to better support the delivery of high impact, longer-term grants: a detailed paper for the CBT Committee and Resource Allocation Sub Committee (RASC) is proposed.
20. A copy of the full report submitted to RASC under urgency is provided at Appendix 1, for Member information.

### **Stepping Stones Fund**

21. Since I reported on this initiative at your March meeting UBS has confirmed a very welcome co-funding contribution of £50,000 towards the round which, alongside the considerable employee volunteering input and room space they make available, maintains this excellent partnership. We continue discussions with a further potential co-funding partner, although this is more likely to come to fruition in a subsequent round of the scheme.
22. The fourth round of Stepping Stones will close to first stage applications on 10th May and Tim Wilson will be able to provide an update on the level of interest at your Committee meeting. Once officers have shortlisted these initial applications the full proposals and detailed assessment reviews will take place over the summer, with awards made in September (the decision panel including your Chairman, Deputy Chairman and a UBS representative).

### **LGBT strategic support**

23. At your last meeting you were advised that the Trust had received 3 proposals for furthering LGBT support in London, with the intention that these would be brought to this meeting for your decision. However, as the full assessment process has not been completed on all of them they will now be deferred until your June Committee as it is more sensible to consider them together, including a more recent, additional, request for interesting work in this area.

### **Learning: Praxis**

24. Your grantee Praxis is currently in receipt of a grant of £182,000 over three years to provide specialist one-to-one advice, casework and support to London-based migrant and refugee women clients who have survived/experienced trafficking and/or gender-based violence.



25. Praxis is also working in conjunction with Commonweal, which is in receipt of a £500,000 investment from the City of London Corporation's Social Investment Fund. A seven year loan has been awarded to provide good-quality accommodation for vulnerable migrants with no recourse to public funds through the purchase and management of seven homes in the Croydon area. The accommodation will benefit up to 210 families and 126 individuals over the investment term.
26. In 2013 Praxis Community Projects established Praxis Enterprise CIC as a vehicle to found an innovative language school with the help of social investment from charitable grant-making trusts and foundations, including City Bridge Trust. The purpose of the school was both to fulfil a social purpose and, in time, to generate a reliable source of recurring unrestricted income for the parent charity. In the summer of 2015 the enterprise closed and was placed into liquidation despite the best efforts of its management and directors to make it a success.
27. Given CBT's commitment to learning from its funding and supporting its grantees to do so, CBT funded the production of a report, the purpose of which was to consider the story of Praxis Enterprise CIC and explore what could helpfully be learned - both for those making social investments and for charities making use of social investment to establish substantial new ventures.
28. It is widely known that the majority of new businesses fail in their first two years. The purpose of the report was not to re-explore an area that was already extensively researched. Rather, to explore those particular points that are relevant to the developing field of social investment. The report asks: what is there to learn when charities establish new enterprises with funds from social investors? The report is available to view on the CBT website [here](#).

### **Grant Applications Summary**

29. Your meeting today will consider 88 applications of which 30 have been approved under delegated authority and 21 are being recommended for funding today (14 of these are under your Investing in Londoners programme, and 7 are under your 20th Anniversary Employability strand). Of the 30 awards to be noted as approved by delegated authority 27 of these were approved in the 2016/17 financial year, and 3 are in the current 2017/18 financial year. The total recommended sum from your Investing in Londoners grants budget is £1,665,300. If all recommendations are approved you will have spent 10% of your Investing in Londoners core grants budget for 2017/18 at this first meeting. The implications of today's recommendations are shown in Table 1 against the grants budget for 2017/18.
30. A final summary of 2016/17 grants activity, including those grants approved under delegated authority post the March Committee, has been

included as Appendix 2, by way of context for the 2017/18 data reflected in the tables and statistics presented below.

**Table 1: Overall spend against 2017/18 budget**

	Grants budget	Grants spend	Pending applications	% spend of annual budget
<b>Core 2017/18 Investing in Londoners grants budget</b>				
Original Grants Budget	£15,000,000			
20th anniversary budget uplift	£1,000,000			
Write-Backs & Revocations	£25,000			
UBS contribution	£50,000			
Carry forward 2016/17 (subject to approval)	£166,190			
<b>Total Budget Available</b>	<b>£16,241,190</b>			
<b>Today's recommendations</b>				
May 2017		£1,665,300		10%
<b>Total annual spend</b>		<b>£1,665,300</b>		10%
<b>Remaining budget</b>	<b>£14,575,890</b>			
<b>Proposed use of remaining budget</b>				
Submitted applications - under assessment			£1,915,072	12%
Stepping Stones			£550,000	3%
Strategic initiatives			£1,500,000	9%
Available grants balance			£10,610,818	65%
<b>Summary</b>				
<b>Grants committed</b>		£0		0%
<b>Grants recommended</b>		£1,665,300		10%
<b>Balance remaining</b>	£14,575,890			0%

<b>Additional funding streams</b>				
	<b>Grants budget</b>	<b>Grants spend</b>	<b>Pending applications</b>	<b>% spend of annual budget</b>
<b>Anniversary programme: employability (20th anniversary budget uplift of 40%)</b>				
2015/16 carry forward	£1,135,000			
2016/17 carry forward	£1,600,000			
<b>Total</b>	<b>£2,735,000</b>			
2017/18 new budget	£2,000,000			
<b>Total budget available</b>	<b>£4,735,000</b>			
Spend at previous meetings in 2017/18		£0		0%
Recommended grant spend today		£3,475,568		73%
Recommended non-grant spend today*		£1,259,432		27%
<b>Total spend</b>		<b>£4,735,000</b>		<b>100%</b>
<b>Remaining budget</b>	<b>£0</b>			<b>0%</b>
<b>Summary</b>				
<b>Grants committed</b>		£0		0%
<b>Spend recommended</b>		<b>£4,735,000</b>		<b>100%</b>
<b>Balance remaining</b>	<b>£0</b>			<b>0%</b>

\*This represents expenditure such as management costs, evaluation activity or related research that is recommend for approval but will not be awarded as a grant to another charity

<b>Anniversary programme: infrastructure support (20th anniversary budget uplift of 40%)</b>				
2015/16 carry forward	£113,000			
2016/17 carry forward	£1,600,000			
<b>Total</b>	<b>£1,713,000</b>			
2017/18 budget	£2,000,000			
<b>Total budget available</b>	<b>£3,713,000</b>			
Spend at previous meetings in 2017/18		£0		0%
Recommended spend today		£0		0%
<b>Total spend</b>		<b>£0</b>		<b>0%</b>
<b>Remaining budget</b>	<b>£3,713,000</b>			<b>100%</b>
<b>Summary</b>				
<b>Grants committed</b>		£0		0%
<b>Grants recommended</b>		<b>£0</b>		<b>0%</b>
<b>Balance remaining</b>	<b>£3,713,000</b>			<b>100%</b>

<b>Annual funding for Prince's Trust funding (agreed Oct 14)</b>				
2017/18 budget	£1,000,000			
Balance to be drawn down	£1,000,000			
<b>Summary</b>				
<b>Balance remaining</b>	<b>£1,000,000</b>			<b>100%</b>

<b>Overall Grant Summary</b>				
<b>Grants committed</b>		£0		0%
<b>Grants recommended</b>		£6,400,300		39%
<b>Balance remaining</b>	<b>£19,288,890</b>			<b>0%</b>

31. The total of grants currently under on-going management by your Grants Officers is shown in Table 2. Prior to the approvals recommended for this Committee, the total sum for grants currently being managed is £28,125,000. Should the Committee approve the applications proposed at today's Committee this balance will rise to £33,265,868.

**Table 2**  
**Grant commitments under management as at 27th April 2017**

<b>Table for 2017/18 year-to-date</b>	<b>£</b>	<b>£</b>
Prior year grant commitments brought-forward as at 31 March 2017		28,618,000
Grant awarded in 2017/18	0	
Grant write-backs in 2017/18	<u>(25,000)</u>	(25,000)
Payments made in 2017/18 to Grantees		(468,000)
<b>Current grant commitments as at 27th April 2017</b>		<b><u>28,125,000</u></b>

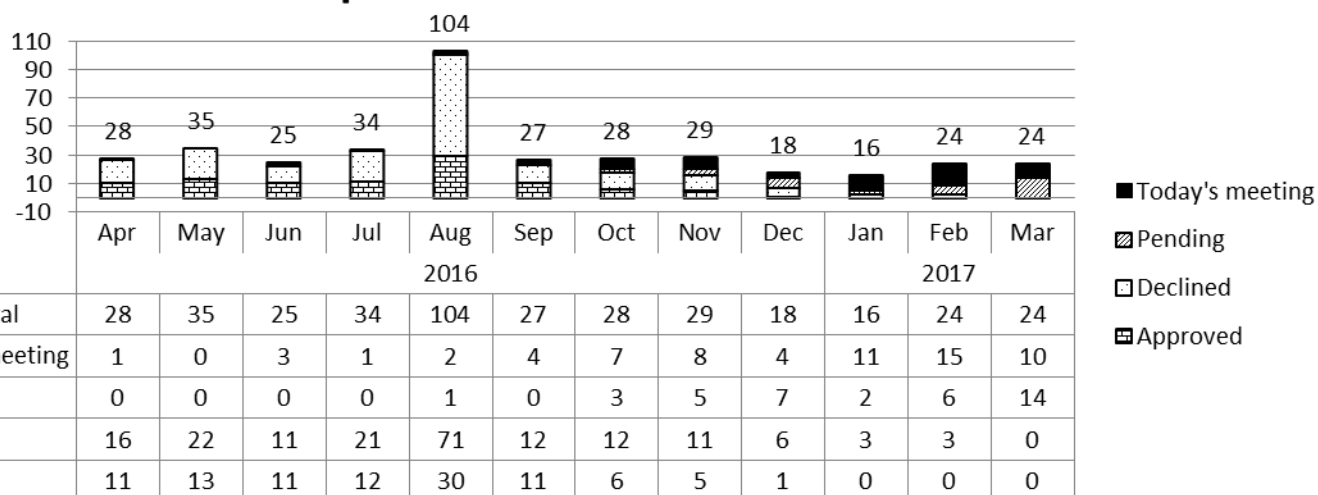
32. Table 3 shows the grant awards you have made this financial year under Investing in Londoners and today's recommendations by programme.

**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	0	0	0	0%	£0	£0	£0	0%
Improving Londoners' Mental Health	0	3	3	18%	£0	£191,950	£191,950	12%
Improving London's Environment	0	1	1	6%	£0	£80,000	£80,000	5%
Making London More Inclusive	0	5	5	29%	£0	£708,750	£708,750	43%
Making London Safer	0	2	2	12%	£0	£282,000	£282,000	17%
Older Londoners	0	0	0	0%	£0	£0	£0	0%
Reducing Poverty	0	2	2	12%	£0	£167,000	£167,000	10%
Resettlement & Rehabilitation of Offenders	0	0	0	0%	£0	£0	£0	0%
Stepping Stones	0	0	0	0%	£0	£0	£0	0%
Strengthening London's Voluntary Sector	0	2	2	12%	£0	£230,000	£230,000	14%
Strategic Initiatives	0	0	0	0%	£0	£0	£0	0%
Eco-audits	0	2	2	12%	£0	£5,600	£5,600	0%
Access Audits	0	0	0	0%	£0	£0	£0	0%
<b>Grand total</b>	<b>0</b>	<b>17</b>	<b>17</b>	<b>100%</b>	<b>£0</b>	<b>£1,665,300</b>	<b>£1,665,300</b>	<b>100%</b>

33. Chart 1 shows the flow of applications received over the last financial year and action taken, allowing any seasonal variations to be seen. This excludes Strategic Initiatives, Partnership Funds and the Anniversary Programmes as they are usually solicited rather than open programmes.

**Chart 1: Applications received and action taken between 1st April 2016 and 31st March 2017**



*The application shown as received in August 2016 was incomplete at the time and pending additional information which did not materialise until late February 2017.*

34. Between 1<sup>st</sup> April 2016 and 31<sup>st</sup> March 2017, 392 applications were received for the Investing in Londoners programmes. 100 applications have been approved and 188 declined (the remainder are pending). The spike in applications seen in August 2016 is 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.

35. Officers are asking you to consider 88 applications at this meeting. Of these, 21 are recommended for a grant, 16 are recommended for rejection, 15 applications have been withdrawn by applicants and 6 have been lapsed following several unsuccessful attempts by officers for further information. 30 applications have been approved under the scheme of delegations and are reported to this meeting for information (27 of these were approved outside of this financial year), see Table 4.

**Table 4: Action to be taken on applications today**

**Investing in Londoner's applications**

<b>Action to be taken</b>	<b>Number</b>	<b>Amount</b>
Applications recommended for grant to Committee	14	£1,629,150
Funding approved by delegated authority up to £10,000 (to note)	2	£5,600
Funding approved by delegated authority from £10,001 - £25,000 (to note)	0	£0
Funding approved by delegated authority from £25,001 - £50,000 (to note)	1	£30,550
Applications recommended for rejection	16	n/a
Withdrawn applications (to note)	15	n/a
Applications lapsed (to note)	6	n/a
<b>Total Investing in Londoners applications</b>	<b>54</b>	<b>£1,665,300</b>
<b>Other delegated approvals to note (approved outside of 2017/18 financial year)</b>		
Investing in Londoners	12	£253,500
Anniversary Programme: Infrastructure	15	£737,000
<b>Total</b>	<b>27</b>	<b>£990,500</b>

<b>Anniversary Programme: Employability</b>		
Recommended for grant to Committee	<b>7</b>	<b>£3,475,568</b>

**Appendix 1** - Report to Resource Allocation Sub-Committee under Urgency 'Carry forward of uncommitted grants budget 2016/17'

**Appendix 2** – Overall spend against 2016/17 budget

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## APPENDIX 1

<b>Committee</b>	<b>Dated:</b>
Resource Allocation Sub –Committee	Urgency
<b>Subject:</b> Carry forward of uncommitted grants budget 2016/17	
<b>Report of:</b> Chief Grants Officer & the Chamberlain	<b>For Decision</b>

### **Summary**

The City of London Corporation's charitable funder, City Bridge Trust (CBT) is now London's largest independent grant-maker. CBT has been increasing the strategic approach to its grant making including more longer-term, proactive grants developed in partnership with experts and based on evidence of need.

This approach has been taken in respect of 80% of the additional money agreed for grant-making as a result of CBT's 20<sup>th</sup> Anniversary: with detailed plans having been developed and agreed by the CBT Committee to focus grants on the employability of disabled people and those with mental health issues; and also improving the resilience of London's voluntary sector (infrastructure support). The remaining 20% has been committed to charities through the core Investing in Londoners (IIL) grants programme.

To deliver these plans and commit the funding allocation to the expert charities selected as grant recipients, this report recommends the approval of the carry-forward of the remainder of the 20<sup>th</sup> Anniversary grant funding (agreed by Court but uncommitted as yet to specific charities) of £4,448,000 to the 17/18 financial year. This is being requested under urgency to enable the CBT Committee to agree detailed 5 year grant proposals at its May and July 2017 committee meetings.

As part of CBT's 5 year strategic review to inform the 2018-2023 grant spend, consideration is being given as to how the approach to the grants budget might be improved to better support the delivery of high impact, longer-term grants: a detailed paper for the CBT Committee and Resource Allocation Sub Committee (RASC) is proposed.

### **Recommendations**

Members are asked to:

- a) Approve that the balance of uncommitted funding available to CBT for the Anniversary programmes, supporting Employability and Infrastructure Support, of £4,448,000 be carried forward to the financial year 2017/18; and
- b) Note that a paper will be presented to the CBT Committee and the RASC during 2017/18 to propose how the treatment of the grants budget might be improved to better support the delivery of longer-term, high impact grant-making.

## Background

1. CBT is the charitable funding arm of the charity, Bridge House Estates, of which the City of London Corporation is the sole corporate trustee. A policy, approved by the Court of Common Council and based on consultation and evidence of need, sets out the spending parameters of the charitable funding.
2. As London's largest independent grant-maker, CBT works to ensure it has the most impact with its charitable spend. Over the past three years CBT has moved to a more strategic approach to its grant-making: with Court approval, it can now make longer grants (up to 5 years, and exceptionally 10 years) and has also increased the proportion of its grants budget available for 'proactive' grant-making – i.e. grants worked up with invited partners, informed by the core investing in Londoners grants programme, to target specific issues.
3. Against this back drop of increasing CBT's strategic focus, in July 2015, in CBT's 20th Anniversary year, the Court of Common Council agreed an uplift to the CBT core grants budget, equating to an extra £3m in 2015/16; £4m in 2016/17; and £5m in 2017/18. As set out in table 1 below, these additional funds were to be used to provide a 20% uplift in the core IIL grants programme; 40% for strategic grants to support the most disadvantaged into work; and 40% to support strategic grants to strengthen charities in London (e.g. improving their governance, financial and fundraising skills.).

4.

Table 1: Anniversary funding

	2015/16	2016/17	2017/18	Total
	£	£	£	£
Employability programmes	1,200,000	1,600,000	2,000,000	4,800,000
Infrastructure support	1,200,000	1,600,000	2,000,000	4,800,000
<b>Subtotal</b>	<b>2,400,000</b>	<b>3,200,000</b>	<b>4,000,000</b>	<b>9,600,000</b>
Core IIL grants budget	600,000	800,000	1,000,000	2,400,000
<b>Total</b>	<b>3,000,000</b>	<b>4,000,000</b>	<b>5,000,000</b>	<b>12,000,000</b>

5. In 2015/16:

- a. The IIL core budget was therefore increased by £600,000 and the allocation was fully committed;
- b. CBT began work to determine how best to deploy the resources focused on employability. Mindful of its trustee's work in this area and wishing to make the most impact with the charitable funds, CBT contributed to the development of a City of London Employability Strategy to ensure any grant-making was complementary to this, based on the same analysis of needs. During this development time, no funds were committed.
- c. CBT also began work to determine how best to deploy the resources focused to strengthen charities in London: Pan London research, 'the Way Ahead' was commissioned and recommendations developed with

key stakeholders, including leading charities, London Councils, and London Funders. During this development time, £350,000 was committed towards London's voluntary sector infrastructure support.

- d. The balance of £2,050,000 for the 2 areas referenced in 5b and 5c above was agreed to be carried-forward as part of the 15/16 year-end process.

### **Current position**

#### 6. In 2016/2017:

- a. The IIL core budget was increased by a further £800,000 and the allocation was fully committed;
- b. The plans to deploy the additional monies focussed on employability and support for London's charities were further developed in partnership with key stakeholders across London. Commitments of £65,000 were agreed by CBT in respect of this work during the course of the year and plans as to future spend were considered and agreed by the CBT Committee in March 2017 (see Table 2 below for a more detailed breakdown of the allocation of the money against the programme elements and the sums committed):

Table 2: Allocation of anniversary funding

<b>Employability programmes 2015 - 18:</b>		<b>£</b>
Bridge to Work - supporting young disabled Londoners to get into work & maintain employment		3,300,000
Supporting predominantly young people with mental health issues into and in employment		1,500,000
<b>Funding available</b>		<b>4,800,000</b>
Funds committed in 16/17 - Mental Health programme		(65,000)
<b>Yet to be allocated - employability</b>		<b>4,735,000</b>
<b>Infrastructure support 2015 - 18</b>		
The Bridge Fund - short term funding for key infrastructure bodies as a result of the withdrawal of funding from London Councils		1,000,000
The Cornerstone Fund - support for a pan-London strategic fund, working with other funders and key stakeholders, to support the infrastructure underpinning London's civil society		3,000,000
Other developments arising		800,000
<b>Funding available</b>		<b>4,800,000</b>
Funds committed in 15/16 - voluntary sector support		(350,000)
Funds committed in 16/17 - The Bridge Fund		(737,000)
<b>Yet to be allocated - infrastructure support</b>		<b>3,713,000</b>
<b>Total yet to be allocated</b>		<b>8,448,000</b>
<b>Funding Balance:</b>		<b>£</b>
2015/16		1,248,000
2016/17		3,200,000
<b>Subtotal requested for carry-forward</b>		<b>4,448,000</b>
2017/18		4,000,000
<b>Total anniversary programmes yet to be allocated</b>		<b>8,448,000</b>
Funding previously committed		1,152,000
<b>Total Employability/Infrastructure support funding (per Table 1)</b>		<b>9,600,000</b>

7. This paper requests that the balance of funding allocated in 15/16 and 16/17 of £4,448,000 be approved for carry-forward to enable the work undertaken to date on these programmes to be continued. Significant awards are planned to be made at the May CBT Committee, which takes place prior to the normal annual cycle for agreement of carry-forward budgets.

### **Proposal for a change in treatment of grants budgets**

8. Up to 2015/16, CBT focussed on shorter term grant funding. Grants approved covered a 1-3 year funding timeframe, with pre-award discussions taking place over several months. With increased strategic focus and the provision of an increasing grants budget, CBT is now in a position to consider funding

higher value programmes that will have significant reach and impact over a longer time period. Such programmes require investment in upfront analysis by the team, external experts, collaboration and feedback from Members to inform plans. A further period is then required in specific discussions with potential partners, to determine where the approach and skills needed to achieve the required outcomes exists. The final stage involves undertaking financial assessments of the selected partners, to ensure that they meet CBT's risk criteria.

9. Developing these higher value, impactful, longer-term grants may lead to lengthy periods of time between the allocation of funding to CBT, and the commitment (or spending) of these funds. An annual grant allocation followed by decisions on carry forward in the second quarter of the subsequent financial year is not the most efficient or effective way to support this approach.
10. As part of CBT's 5 year strategic review to inform the 2018-2023 grant spend, consideration is being given as to how to ensure the best possible governance and operational management to support delivery of the strategy. Within this context, consideration is being given to how the approach to the grants budget might be improved to better support the business to deliver high impact, longer-term grants: early work indicates that recommended improvements may include considering the grants budget akin to a capital budget which supports the delivery of a 5 year strategy and the establishment of a designated reserve within Bridge House Estates balance sheet for grant-making.
11. Officers will produce a detailed paper to present to the CBT Committee and Resource Allocation Sub Committee, in financial year 2017/18, setting out proposals for improvements in the future treatment of the grants budget.

## **Conclusion**

12. CBT, as a result of the anniversary funding allocated across 3 financial years from mid15/16, is currently planning and delivering long-term programmes relating to Employability and Infrastructure Support. To enable this work to continue in line with scheduled plans, approval for a carry-forward of funding from 15/16 and 16/17 is required ahead of its May Committee.
13. To enable seamless continuation of long-term grant giving programmes, a proposal to consider the grants budget in a way which better supports the business purpose (potentially more akin to a capital budget) will be worked up and presented to Committee later this financial year.

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Overall spend against 2016/17 budget

**APPENDIX 2**

	Grants budget	Grants spend	Pending applications	% spend of annual budget
<b>Core 2016/17 Investing in Londoners grants budget</b>				
Original Grants Budget	£15,000,000			
20th anniversary budget uplift (20%)	£800,000			
Write-Backs & Revocations	£1,237,285			
2015/16 overspend	(£540,000)			
UBS contribution	£200,000			
<b>Total Budget Available</b>	<b>£16,697,285</b>			
<b>Total for each Committee meeting</b>				
May 2016 ( from 2016/17 budget)		£3,318,425		20%
July 2016		£1,810,650		11%
September 2016		£2,485,167		15%
November 2016		£4,317,244		26%
January 2017		£1,546,084		9%
March 2017		£2,800,025		17%
May 2017 (delegated authorities from 2016/17 budget)		£253,500		2%
<b>Approved spend</b>		<b>£16,531,095</b>		
<b>Total spend</b>		<b>£16,531,095</b>		99%
<b>Remaining budget subject to carry-forward</b>	<b>£166,190</b>			1%

<b>Additional funding streams</b>				
<b>Anniversary programme: employability (20th anniversary budget uplift of 40%)</b>				
2015/16 carry forward	£1,200,000			
2016/17 budget	£1,600,000			
<b>Total budget available</b>	<b>£2,800,000</b>			
Total spend (March 2017 meeting)		£65,000		
<b>Total spend</b>		£65,000		2%
<b>Balance remaining at 31/03/2017</b>	<b>£2,735,000</b>			98%
<b>Anniversary programme: infrastructure support (20th anniversary budget uplift of 40%)</b>				
2015/16 carry forward	£850,000			
2016/17 budget	£1,600,000			
<b>Total budget available</b>	<b>£2,450,000</b>			
Total spend (Delegated authorities in March 2017, reported to May 2017)		£737,000		
<b>Total spend in 2016/17</b>		£737,000		30%
<b>Balance remaining at 31/03/2017</b>	<b>£1,713,000</b>			70%
<b>Annual funding for Prince's Trust funding (agreed Oct 14)</b>				
2016/17 budget	£1,000,000			
Grants approved		£1,000,000		
Balance remaining	£0			
<b>Total spend in 2016/17</b>		£1,000,000		100%
<b>Balance remaining at 31/03/2017</b>	£0			0%



<b>Overall Grant Summary</b>				<b>% spend of total annual budget</b>
<b>Total spend in 2016/17</b>		£18,333,095		80%
<b>Balance remaining at 31/03/2017</b>	<b>£4,614,190</b>			20%

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<b>Committee</b>	<b>Date</b>
City Bridge Trust	11 <sup>th</sup> May 2017
<b>Subject</b> City Bridge Trust Funding Strategy 2018-2023	<b>Public</b>
<b>Report of</b> The Chief Grants Officer	<b>For Decision</b>
<b>Report Author</b> Sufina Ahmad	

## Summary

This paper provides:

- An update of the work completed for the Strategic Review from February 2017 to-date;
- A finalised version of the strategy for your approval; and
- Details on proposed next steps in terms of recommending the agreed final strategy to Court in July 2017.

## Recommendations

Members are asked to:

- a) Note the update on the work completed since February 2017 to finalise the strategy, and raise any questions;
- b) Receive a short presentation from the Head of Strategic Review to aid your decision-making for approving the strategy, recognising that your agreement can be given along with stipulations for changes you wish to see incorporated ahead of the agreed final strategy being taken to Court in July 2017; and
- c) Review the proposed next steps and provide your feedback on the options outlined, including how you would like to engage with/be updated on the refining of the strategy in the coming weeks.

## Background

1. The City of London Corporation (CoLC) is the Trustee of the charity Bridge House Estates (Charity No. 1035628). In 1995, the decision was taken to create City Bridge Trust (CBT). The surplus income available was to be applied for charitable activities, in accordance with a governing Scheme brought into effect on the 20 April 1995 (by Statutory Instrument 1995/1047).
2. The Scheme requires the Trustee, where there is applicable income (i.e. income surplus to the requirements to maintain and support the 5 Bridges which is the primary object of the charity), to settle a policy for the application of that income and to consult such persons as the Commission may direct. The Commission, by Order dated 10 July 1997, has directed the Trustee *inter alia*:

*“...to consult with such persons, bodies corporate, local authorities, government departments and agencies, voluntary organisations and other bodies as the Trustee might think appropriate from time to time, having regard to the purposes, functions and interest of the consultees, and to inform the Commission in writing of the consultation process it progressed from time to time”.*

3. Since 1995, in accordance with this scheme, reviews involving considerable consultation have been conducted every five years. In your May 2016 Committee meeting you agreed a resource package to support the development of this strategy. At your February 2017 Committee meeting you received a detailed update on the consultation and research. You also agreed to the publication of a draft strategy, and for your Head of Strategic Review to consult on this draft strategy with Members, CoLC and CBT officers and external stakeholders. This consultation has resulted in a finalised version of the strategy being developed, which is included as Appendix A, and presented to you for your approval in today’s meeting.
4. The intention is for the strategy to be formally agreed by the Court of Common Council (Court) in July 2017.

### **Progress Update**

5. Below is an update on progress made on the Strategic Review, since your last full update in February 2017:

### **Research**

6. To support the development of this review, the following pieces of research have been commissioned and shared externally and internally:
  - a) A London Needs Analysis – Literature Review, *Olivia Dix* (published October 2016)
  - b) Grantee Perception Survey, *Center (sic) for Effective Philanthropy* (published December 2016)
  - c) Mapping the London Funding Ecology, *Collaborate CIC* (published January 2017)
  - d) Social Investment Scoping Report, *Eva Varga* (published February 2017)

A Funding Approaches Review (formerly referred to a Funding Best Practice Paper) was commissioned through Rob Bell, a former director at the Paul Hamlyn Foundation, and has now been completed. This paper will be particularly useful when informing the design and delivery of the various funding tools and funder plus options that are discussed in the strategy. Appendix B provides an Executive Summary of the Review, and the full report, along with the rest of the research commissioned for the review can be found on the CBT website using this link: <https://www.citybridgetrust.org.uk/strategic-review/research-for-the-review/>.

### **Feedback from the consultation on the draft strategy**

7. Since **February 2017**, the following consultation activities have been carried out:
- a) **External Stakeholder Engagement**, which has included:
    - Publication of an advert promoting the Strategic Review in City AM in February 2017;
    - Publication of an interview with your Chief Grants Officer and your Head of Strategic Review in the Charity Times in February 2017;
    - Regular promotion of the draft strategy via the CBT website and Twitter from February 2017 onwards;
    - An online survey seeking feedback on the draft strategy from 9<sup>th</sup> February 2017 until 31<sup>st</sup> March 2017, which received eighty four responses;
    - Attendance at various workshops by your Head of Strategic Review to promote the draft strategy, including London For All Conference organised by the London Voluntary Service Council; and
    - Ten external focus groups, each aimed at ten to twelve attendees, including a focus group organised by Citizens UK London for its members in South and West London, another organised by Inclusion London for its members from across London and a meeting with the Senior Management Team at London Youth. One hundred and twenty people attended these Focus Groups, and less than ten of those people had been to the engagement meetings carried out before December 2016, resulting in us receiving new inputs in to the strategy.
  - b) **Member Engagement:** including a Members' Breakfast (25 Members attended), one-to-one meetings, regular updates at CBT Committee Meetings, Member Inductions and updates for the Members' Briefings.
  - c) **Alderman Engagement:** through one-to-one meetings, updates for the Members' Briefings and a presentation to the General Purposes Committee on 9<sup>th</sup> May 2017.
  - d) **CoLC Officer Engagement:** through an internal staff communications campaign which ran from 18<sup>th</sup> February 2017 to 8<sup>th</sup> March 2017 and meetings with senior officers from CoLC departments, including the Town Clerk's Office, Chamberlain's, Comptroller and City Solicitor's, Communications, Children and Community Services, Open Spaces, Economic Development Office and the Office of the City Remembrancer.
  - e) **CBT Team Engagement:** through one-to-one meetings, fortnightly e-updates and three staff focus group sessions in April 2017.
8. Feedback on the draft strategy has been broadly positive and very supportive of the new direction being outlined. The following list summarises the overarching feedback received, which has been incorporated in the strategy presented to you today:
- a) Values -  
80% or more of survey respondents felt that each of the values highlighted were either 'very important' or 'important'. The values were also well supported in the face-to-face discussions.

More clarity was requested in terms of what was meant by the fifth value ('Being adaptive and creative, with a clear sense of purpose), particularly in terms of the meaning behind the word creative, and the role of innovation under this value. There were also some requests for more clarity on the meaning of early action. CBT was encouraged in most cases to be even bolder and more explicit about what it hopes to achieve under each value, and this point was made in particular when discussing the 'care for the environment' value.

b) Language –

Those engaged in the consultation were positive about the style and tone of the strategy, and encouraged us to retain this. However, there were discussions about the inclusion of words like disadvantaged, marginalised, inequalities, divides. Overall many felt that there was a clear desire to show that as a funder CBT recognises the assets and intrinsic value in those experiencing these deficits, but that in some places the wording of the strategy could be changed to reflect this more clearly. Therefore, the strategy has been shared with an external consultant, who has worked with other funders, and is an expert in applying asset-based language, and he has provided recommendations which have been incorporated in to the strategy presented in today's meeting.

c) What CBT will fund –

CBT was encouraged to adopt flexibility and some breadth in the definition of its funding priorities. Perhaps the best shorthand for what CBT was encouraged to achieve in describing its funding priorities was simply to: 'be specific, but not prescriptive'. Through the consultation it was agreed that CBT would add a fifth funding priority (advice and support); provide some examples of the kinds of activities that could be funded under each priority; make clearer whether or not CBT would continue to fund civil society infrastructure organisations and to clarify what thriving means to CBT in the context of the vision outlined.

d) CBT's ambitions –

There were many questions about what success would look like for CBT in 2023, when the strategy comes to an end. Therefore, CBT has re-imagined the section in the draft strategy called 'CBT's ambitions' and replaced it with a 'Defining success' section.

e) CBT's funder plus offer and toolbox –

There was a lot of support and encouragement for CBT to expand the ways in which it could support organisations to access its funding and non-monetary resources. CBT was encouraged to be bold in the re-design of its funding approaches and processes, and there was strong support for a comprehensive funder plus offer which does more to utilise the non-monetary assets we have access to as a funder, particularly through the CoLC as CBT's corporate trustee. The need for ambitious funder plus support was seen as critical, given that there are many civil society organisations that are struggling to survive and carry out their work successfully.

f) Transparency –

CBT was commended for outlining potential success measures, through its ambitions, and for committing to ensuring there was regular and ongoing learning. Many of those involved were also supportive of the consultative and collaborative

approach undertaken to-date for the review. There was a real sense that for these reasons CBT was committing to transparency and dialogue from internal and external partners to support it in not only designing its strategy, but in implementing it too.

g) Clarity –

There was consistent feedback that in the finalised strategy more clarity would be needed in terms of what CBT means in terms of the values it expresses, what it will fund, and the diversity of its funding approaches. There was also feedback about simplifying some of the funding priorities, e.g. place based funding did not need to incorporate both communities of place and communities of interest. CBT was regularly encouraged to better highlight how the values it had outlined linked to the funding priorities. Finally, there were some requests for the inclusion of statistics or references to research to evidence further some of the issues identified.

### **Finalised CBT Strategy for 2018 to 2023 Strategy**

9. To devise this strategy, your Head of Strategic Review and the wider CBT team have consulted extensively with a range of different partners, spanning many London networks and sectors, including: Londoners; civil society (i.e. voluntary and community sector) organisations; the public and private sectors; funders and policy makers; the CBT team and Members and officers within the City of London Corporation. In addition, CBT has commissioned research and surveys that have added to the strong evidence base from which this strategy has been devised.

10. The key points to highlight are:

a. Developing the new strategy entitled *Bridging Divides* has allowed CBT to consider carefully the kinds of increasingly complex social problems it tackles; the approaches it take to investing in these matters and the way in which it can use its power and partnerships to make positive change happen. *Bridging Divides* shows that in order for CBT's work to be effective, it must first recognise the following:

- CBT's funding supports work tackling poverty, disadvantage, need and inequality.
- Much of the work CBT funds manages the consequences of these overlapping issues.
- CBT will tackle the root causes of these issues more effectively by working with partners across civil society, and public and private sectors, and by encouraging all potential partners to consider learning available.
- Adopting multiple approaches, which are adaptive and reviewed regularly making fuller use of not only CBT's funding but also our knowledge and non-monetary resources, will enable CBT to pursue an ambitious strategy successfully.

b. *Bridging Divides* is a vision and values led strategy. CBT is London's largest independent charitable funder, and from 2018 to 2023 all of the work that it does will link to its vision for London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation. CBT will take a 'total assets' approach to achieving this vision, meaning that as well as its £100 million of funding over five years, it will also ensure the best use of its other non-monetary resources: including the links it has to civil society, other funders and

the wider funding ecology, and the links of its trustee, the City of London Corporation, to local, regional and national Government and the private sector.

- c. CBT will apply the following values throughout its work:
  - i. Inclusion and representation
  - ii. Care for the environment
  - iii. Early action
  - iv. Collaborative working with Londoners, communities and all sectors
  - v. Being adaptive, creative and purposeful
- d. CBT will fund five priorities under *Bridging Divides*:
  - i. Connecting the capital
  - ii. Reducing inequalities
  - iii. Positive transitions
  - iv. Advice and support
  - v. Every voice counts
- e. CBT will offer organisations flexible funding, including grants of different sizes and durations, social investment, match funding and where possible access to individual and corporate philanthropy. CBT will offer organisations that want and need it support, beyond just its money through a funder plus offer, relating to matters such as: governance; organisational development; business planning; social investment readiness; partnership development; exit strategy planning; specialist organisational infrastructure and eco-audits.
- f. CBT wants its funding processes to be fair, representative and proportionate. CBT wants organisations it partners with to feel empowered and supported.
- g. In this five-year period, during which there is likely to be much geo-political uncertainty, CBT will seek to learn what works, what its best contribution can be, and how it should adapt its strategy. CBT will be helped by its working partners to interpret the information it gathers and act upon what it has learnt through such collaboration. Whilst the overarching strategic direction may not change, CBT expects that its implementation will vary greatly in response to its learning and changing context.
- h. The detailed information about how each part of this strategy will be implemented, such as the funding processes and guidelines, will be articulated separately in an Implementation Document.

## **Implementing the Strategy**

- 11. From May 2017, your Head of Strategic Review will begin drafting an Implementation Document, under the direction of your Deputy Chief Grants Officer. Once finished this document will provide a detailed guide on how the strategy will become operational. Regular updates on the implementation work will be presented to this Committee.

## **Proposed Next Steps**



12. You are asked to discuss and approve the finalised strategy attached at Appendix A, accepting that you may wish to have certain amendments made before the strategy is taken to Court in July 2017.
13. With your approval, the proposed next steps planned for the Strategic Review are set out in Appendix C.
14. Your input on these next steps, and in particular the ways in which you would like to be engaged on the finalising of the strategy in coming weeks, are welcomed at this meeting.

**Appendices:**

**Appendix A – City Bridge Trust Funding Strategy, 2018-2023 – *Bridging Divides***

**Appendix B – Executive Summary of Funding Approaches Review, by Rob Bell**

**Appendix C – Proposed Next Steps**

# City Bridge Trust

## Funding Strategy, 2018-2023 *Bridging Divides*

*This document will be finalised and published externally in July 2017*

*May 2017*



## Welcome Note

Written by: Alderman Alison Gowman, City Bridge Trust Chairman

*This will be added prior to this strategy being taken to the City of London Corporation Court of Common Council for their approval in July 2017.*

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## Introduction

City Bridge Trust (CBT) was set up in 1995, as the charitable funding arm of Bridge House Estates, with the City of London Corporation as our sole trustee. During this time we have distributed more than £364 million to over 4,500 organisations from every London borough. We are now London's largest independent funder, distributing up to £20 million each year.

Every five years CBT conducts a review and assessment of the work that we do, in order to begin developing our next funding strategy. This process helps to ensure that we remain relevant and alive to the changing needs of Londoners and informs our funding strategy for the next five years and a grants budget totaling around £100 million.

In September 2016 the formal work for planning CBT's 2018 to 2023 funding strategy began. To create this strategy we have consulted extensively with a range of different partners, spanning many London networks and sectors including: Londoners; civil society (i.e. voluntary and community sector) organisations; the public and private sectors; funders and policy makers; Members and officers within the City of London Corporation and the CBT team. We have also commissioned research and surveys and these have added to the strong evidence base from which this strategy has been devised. We are immensely grateful to everyone who has so generously given up their time to share their expertise with us.

Throughout the engagement and consultation undertaken, discussions on the inherent inequality, poverty, disadvantage and increasing need faced by Londoners were understandably prevalent. Research by organisations such as Trust for London, through its 'London Poverty Profile', show the income, pay and wealth inequalities faced by Londoners and the negative implications of these on outcomes relating to housing (including the private rented sector), homelessness, employment, benefits and welfare reform, education and health. Most recently, Trust for London commissioned research on 'A Minimum Income Standard for London 2016/2017'. The research shows that it costs between 18% and 56% more for households to reach decent living standards in London, compared to the rest of the UK; meaning that 4 in 10 Londoners cannot afford a decent standard of living, with 57% of children and 39% of working-age adults falling below the standard and 27% of pensioners not meeting the standard.

Alongside this narrative, those involved in the strategic review process have always been keen to emphasise the many advantages to living in London and being a Londoner. London is a city constantly in flux, where new communities live alongside those Londoners who are already benefitting from the many opportunities that the city has to offer, in terms of its culture, heritage, diversity, resilience and wealth. We are both heartened and humbled to hear first-hand the many ways in which we can support Londoners to use their talents to make London a city where everyone can thrive.

There was much reference to 2016 being a year of unprecedented political changes in the UK, with the outcome of the Brexit vote resulting in the triggering of Article 50 in March 2017. These potentially seismic shifts come on the back of a financial crisis, a recession, global economic slowdown, loss of faith in some institutions, significant reductions in

public spending and, for civil society, intense scrutiny as to their role and effectiveness in creating a fair and good society.

Through our next strategy, *Bridging Divides*, we will work with partners from across society to use our £100 million of funding over five-years and our other non-monetary resources to bridge the divides that exist within London. CBT is unique in the support and input that we can provide - we have strong connections to civil society and the communities they represent through our funding, along with strong connections to local, national and regional Government and the business sector through our trustee, the City of London Corporation. These connections are particularly significant in times when the topic of the winners and losers from globalisation is being hotly contested by so many in the UK and globally.

Finally this strategy acknowledges that further significant changes lie ahead globally, nationally and regionally, including the implications of a snap General Election, Mayoral and Local Government elections and the impact of Brexit. However, independent funders like us, many of whom have had a legacy over several hundred years, are able to offer constancy and continued commitment to communities during these most uncertain of times. This role is made easier when one considers the many successes within London and civil society from which we can learn.

Sufina Ahmad  
Head of Strategic Review, City Bridge Trust

May 2017

## Executive Summary of Strategy

CBT's next strategy, *Bridging Divides*, launches a new vision and strategic direction for us as a charitable funder. From 2018 to 2023, we will commit to using our funding, knowledge, networks and assets to support Londoners and London's communities who are experiencing disadvantage and marginalisation to thrive. London is a city of social and economic divides, and this strategy presents an opportunity to work across a range of networks and systems to ensure that London is a city that works for everyone.

Developing *Bridging Divides* has allowed us to consider carefully the kinds of increasingly complex social problems we tackle; the approaches we take to investing in these matters and the way in which we can use our power and partnerships to make positive change happen. *Bridging Divides* shows that in order for our work to be effective, we must first recognise the following:

- Our funding supports work tackling poverty, disadvantage, need and inequality.
- Much of the work we fund manages the consequences of these overlapping issues.
- We will tackle the root causes of these issues more effectively by working with partners across civil society, and public and private sectors, and by encouraging all potential partners to consider learning available.
- Adopting multiple approaches, which are adaptive and reviewed regularly making fuller use of not only our funding but also our knowledge and non-monetary resources, will enable us to pursue an ambitious strategy successfully.

A visual representation of the strategy is included on page 15 of this document. The key points to highlight are:

1. *Bridging Divides* is a vision and values led strategy. CBT is London's largest independent charitable funder, and from 2018 to 2023 all of the work that we do will link to our vision for London as a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation. We will take a 'total assets' approach to achieving this vision, meaning that as well as our £100 million of funding over five years, we will also ensure the best use of our other non-monetary resources: including the links we have to civil society, other funders and the wider funding ecology, and the links of our trustee, the City of London Corporation, to local, regional and national Government and the private sector.
2. We will apply the following values throughout our work:
  - Inclusion and representation
  - Care for the environment
  - Early action
  - Collaborative working with Londoners, communities and all sectors
  - Being adaptive, creative and purposeful
3. We will fund five priorities under *Bridging Divides*:
  - Connecting the capital

Reducing inequalities  
Positive transitions  
Advice and support  
Every voice counts

4. We will offer organisations flexible funding, including grants of different sizes and durations, social investment, match funding and where possible access to individual and corporate philanthropy. We will offer organisations that want and need it support, beyond just our money through a funder plus offer, relating to matters such as: governance; organisational development; business development; social investment readiness; partnership development; exit strategy planning; specialist organisational infrastructure and eco-audits.
5. We want our funding processes to be fair, representative and proportionate. We want organisations we partner with to feel empowered and supported.
6. During this five-year period there is likely to be much geo-political uncertainty, and so we will seek to learn what works, what our best contribution can be, and how we should adapt our strategy. Learning partners will help us interpret the information we gather through our work and turn this into knowledge we can act upon. Whilst the overarching strategic direction may not change, we expect that its implementation will vary greatly in response to its learning and changing context.
7. The detailed information about how each part of this strategy will be implemented, such as the funding processes and guidelines, will be articulated separately in an Implementation Document.

We are committed to improving the success and resilience of London's civil society. Many of the groups we spoke to during our consultation described the sector as being in 'crisis' or at a 'tipping point', due to both increased demand for its services and greater complexity of the needs being addressed. Alongside these challenges we see continued and dramatic reductions in funding, the impact of slow economic growth, increased competition within the sector, falling levels of public trust in civil society and increased (sometimes hostile) scrutiny of the role charities play. These issues were highlighted by the findings of The Way Ahead research CBT funded in 2016, on the future of London's civil society. This is why we have included more ways to access our funding, an ambitious funder plus offer (i.e. the kinds of support we can offer to organisations in addition to our money), a commitment to funding both innovation and the 'tried and tested' and a clear recognition that we have a role to play in reducing the power imbalance that can exist between a funder and the organisations they fund.

Through *Bridging Divides*, we will be a funder with a clear, ambitious vision and mission; funding priorities that are specific but not prescriptive and the resources to address these priorities through full use of the assets and networks we have access to as London's largest independent funder, with the City of London Corporation as our trustee.



## City Bridge Trust's Next Funding Strategy

Since 1995, CBT as the City of London Corporation's charitable funder has developed a clear mandate to serve Londoners and the communities to which they connect. We do this predominantly through funding civil society, as well as having clear links to local, regional and national Government, the private sector and the wider funding ecology. We intend to make better use of these assets and networks to support the organisations we work with in our next strategy - *Bridging Divides*.

As a funder we have already invested in thousands of organisations; and our next strategy continues to place vision and values at the heart of our funding processes, alongside themes and outcomes. The strategy also renews our commitment to remain ambitious about the impact and influence we can have to make positive social change happen.

This strategy is the result of listening to the considerable feedback provided, urging us to be flexible in our approaches and not to assume expertise on all social issues. Instead we were encouraged to empower communities, Londoners and organisations on the ground to tell us what they need in order to thrive.

### - CBT's vision and mission

Our revised vision makes clear our commitment to supporting individuals and communities in London experiencing disadvantage and marginalisation to thrive by overcoming the barriers and challenges they face. This builds on previous vision statements used by CBT and will sit at the heart of all our decisions.

Our mission is to reduce inequality and foster more cohesive communities, by using all of our assets and resources, monetary and otherwise, in pursuit of a London that serves everyone. This therefore includes doing more with the access we have to Londoners, the communities to which they connect, civil society, local, regional and national Government, the private sector and the wider funding ecology. Some of these links have been established directly by us, and others are made through our sole trustee the City of London Corporation.

We believe our renewed vision and mission will allow us to remain alive to the fast pace at which the needs of Londoners are changing.

### - CBT's values

CBT is seeking to partner with organisations that share our values. Our renewed set of values will inform all of our own ways of working, and is described as follows:

#### 1. Inclusion and representation

We will commit to representing and reflecting the diversity of London's communities through our work, ensuring that they have voice and leadership within our processes. As a result we know that we will have to consider carefully the best ways for us to remove the barriers some groups of Londoners experiencing higher levels of deprivation or exclusion will face in working with us, such as Disabled People, Black, Asian and Minority Ethnic (BAME) groups, refugees and migrants, and charities struggling to survive.

## 2. Care for the environment

Levels of air pollution in London are above health-based targets. Although air quality is gradually improving, and there are many plans and programmes in place to improve it further, it still represents a significant public health issue for Londoners. Socio-economically deprived areas of London often experience higher levels of air pollution and have less access to open spaces where pollution levels are lower away from busy roads. We will therefore prioritise reducing our own impact on air quality and continue to encourage environmental education throughout our networks, in terms of air quality and access to open spaces.

## 3. Early action

As a member of the funder alliance on early action, it has long been of interest to us to consider how we build a society that tackles the root causes of problems rather than coping with the symptoms and consequences of them. This also means being prepared to seize opportunities that will enable individuals and communities to thrive. Such thinking drives many of our decisions already, including, for example, being a Living Wage accredited employer and a Living Wage Friendly Funder, which commits us to paying the London Living Wage to our staff, including apprentices, and for all other posts that we fund, therefore reducing the prevalence of in-work poverty. Whilst we know that we will be likely to fund services at the acute end of need, across a wide spectrum of social issues, we will continue to be a strong advocate for creating a society that acts earlier to tackle root causes and invest in potential. We believe that in order to achieve this, we need to work with partners that have a strong commitment to evidence and learning from the work that they do.

## 4. Collaborative working with Londoners, communities and all sectors

Fulfilling our mission relies on us working together with partners from across civil society and the private and statutory sectors, in London and beyond, to support the development of new and existing approaches. Successfully supporting members of the community to thrive and to access the opportunities that London has to offer depends on people coming together, learning from each other and then effecting lasting change. This can take time and sometimes multiple attempts to engage, especially as we want to ensure that the skills, expertise and talent of partners are fully acknowledged and utilised.

## 5. Being adaptive, creative and purposeful

In pursuit of fulfilling our vision, we will learn from our own work and that of others, in order to demonstrate and improve our impact. This will also enable us to adapt our approaches to changes that may arise. We recognise that through being creative we can both adapt the tried and tested, whilst also adopting the entirely new, and we feel that there is space for both within our funding portfolio.

At CBT, we have been privileged to work with organisations that have effected tangible and significant positive changes for Londoners. Sometimes this has involved us taking more risks, and other times it has been as a result of working with established organisations with established methodologies.

In order to make funding decisions, we will explore with organisations how their ways of working are, and can be, aligned with the values that we seek to uphold. We are not expecting organisations to change the wording of their value base to mirror our own, in order to access our funding. The full details of how we will do this will be laid out in our strategy Implementation Document. We think that this approach will allow us to focus on the project idea, as well as the organisation and the people behind the idea. Through this strategy we hope that organisations working with us will see us as their partner.

#### - What CBT will fund

Before going in to specific priorities, our intention can broadly be summarised as funding work across a bridge of need and potential, that begins where individuals and communities are ‘surviving’ and ends when they are ‘thriving’. When we implement the strategy, we will have articulated further what we mean by the model below, which has been devised based on the consultation feedback for the strategy and through researching the sustainable livelihoods approach widely used in international development and poverty reduction by agencies such as the UK Government’s Department for International Development (DFID). For us, there are four stages on the journey across this bridge:

1. **Surviving** - individuals and communities are living on a day-to-day basis, and are usually at a crisis point. Often they are not receiving any statutory or non-statutory support; however they would normally be eligible for statutory support due to their circumstances. An example would be someone who is experiencing street homelessness. Investments at this stage might focus on meeting and stabilising acute needs.
2. **Coping** - individuals and communities in this stage are experiencing a degree of short-term stability. They are able to manage risks beyond the day-to-day, but lack sufficient resources to have greater control over longer term opportunities and impacts. They might be getting by, but they are not necessarily getting on. Continuing with the homelessness example this stage would mean that an individual is now in temporary accommodation, and more likely to be known to statutory service provision. Investments at this stage might focus on encouraging and developing greater capacity.
3. **Adapting** - individuals and communities are taking positive steps to develop specific attributes to move towards a thriving life, thus enabling them to progress towards long-term stability. For the aforementioned person experiencing homelessness, this means that they are now in longer-term transitional accommodation, where they can explore opportunities and perhaps engage in employment too in order to sustain themselves. Individuals and communities are likely to be receiving both statutory and non-statutory support from a variety of different organisations. Investments at this stage might focus on supporting positive risks and growing potential.
4. **Thriving** - individuals and communities are in a position of stability, with enough resources and resilience to succeed and continue to grow over the long-term. They are now mainly supported by non-statutory provision, and to conclude our

example of the person who was street homeless, they are now living life more fully in stable accommodation, with a secure social networks and source of income. Investments at this stage might focus on ensuring and sustaining impact.

The journey outlined above will vary in length and outcome for different individuals and communities, with a degree of moving back and forth between the stages very likely, as well as a recognition that some stages will last longer than others on the journey. We also know that the groups we partner with and fund will work within some, or all, of these stages.

*Bridging Divides* has five different priorities, and for each priority we have provided some examples of the kinds of activities we may seek to fund. We recognise that our new priorities will include a wide range of potential activity, and so we will include much more detail of what we are looking to fund in our Implementation Document.

### Priority 1: Connecting the capital

This funding stream is about geographical communities, from a street/ward level to a multi-borough/regional level. We part-funded the Institute of Voluntary Action Research (IVAR) to research the principles behind successful place based-funding, and their findings mean that we want to fund activities in a geographical place that can be broadly categorised as: of importance to communities; helps them to (re)build community assets and, in some cases, back projects that could result in positively and dramatically changing the prospects of a community long-term. Through this priority, we could fund work that covers the following kinds of activities:

- Supports community engagement and development work.
- Champions social action and empowers individuals and communities to come together to create the differences they want to see; and provides them with the tools to do this.
- Promotes environmental justice activities or education, in terms of the reduced/restricted access to open spaces/environmental activities and the high levels of air pollution, with a particular focus on areas of deprivation.
- Supports the work of civil society support organisations, working with a range of partners, to deliver place-based work that is needed.

### Priority 2: Reducing inequalities

The socio-economic and health inequalities experienced in London are well-known. There are over 2 million Londoners living in poverty, based on the Joseph Rowntree Foundation (JRF) definition of poverty as ‘when a person’s resources are well below their minimum needs, including the need to take part in society’. London also has a disproportionately high number of the UK’s most deprived neighbourhoods, as defined through the UK Government’s Index of Multiple Deprivation. London is a city where the richest and poorest live side-by-side, but often lead parallel lives.

Through this funding we hope to tackle inequalities linked to: race; gender; participation and physical access; social mobility; access to services (education, employment, benefits,

health etc.) and culture and arts. We could consider funding work that covers the following kinds of activities:

- Raises awareness and seeks to tackle the issues of the day that are facing groups experiencing inequalities.
- Supports individuals and communities to achieve improved outcomes in terms of the poverty and inequalities they experience.
- Recognises the additional prejudices that those experiencing inequality and poverty can face, such as Disabled People being less likely to gain employment, or people from BAME backgrounds experiencing mental health issues being less likely to have access to the right services and support.
- Work that challenges hate and promotes inclusion: championing justice, tolerance and fairness for those who experience inequalities.

### Priority 3: Positive transitions

This priority will consider funding projects that empower Londoners experiencing inequality to make important transitions. This could be a young person wanting to break out of the cycle of being in and out of education or employment, to moving in to long-term and sustained education or employment. It could be support for a survivor of domestic abuse to leave their relationship and begin the journey of re-building their life. We want to help all Londoners to thrive, which often involves overcoming a range of barriers, through multiple partners from different sectors working together to support the transition.

We know that making successful transitions along the bridge of ‘surviving’ to ‘thriving’ has challenges and opportunities - goals can change and the pace of the transition will vary greatly for every person. With this in mind, we feel that it may be worth noting the following points as part of our decision-making:

- We are likely to work with a wide range of Londoners, with priorities and goals that differ from project to project.
- Specialist support and expertise may be essential for ensuring that people are successful in their transitions.
- Individuals in their communities may or may not be known to statutory services, but all would benefit from support from civil society and beyond to grow and sustain the progress they have made in their pursuit of a ‘thriving’ life.

### Priority 4: Advice and support

Given the upcoming and continuing political uncertainties, the ever increasing cost of living in London, especially in terms of housing costs, and the steady erosion of resilience within individuals and communities, we feel it is important to offer funding that can act as a ‘safety net’. We hope that through our commitment to early action we will fund our partners to prevent people from moving backwards on their journey to ‘thriving’. However, we also recognise that some work must still focus on essential support for those stuck in surviving and coping or needing help to manage changed circumstances. Through this work, we could fund activities that relate to:

- Advice and advocacy services that support individuals who are either experiencing, or at risk of experiencing, issues relating to: indebtedness, unemployment/in-work poverty, social welfare reform and homelessness.
- Services that support individuals and communities experiencing issues relating to hardship and crisis, including food poverty.
- Support to improve the resilience of individuals and communities, including those who have experienced violent crimes or a loss of their safety, e.g. sexual violence, and those who are experiencing mental health difficulties, including being at risk of suicide.
- Advice and advocacy services that support individuals who are experiencing difficulties in relation to their status as a refugee, asylum seeker, immigrant or economic migrant.

### Priority 5: Every voice counts

Until we have representation at all levels, many assert that a fair and equal society is near impossible to achieve. This funding priority presents an opportunity to challenge the root causes for the divides that we have identified in this strategy, and considers the ways in which we can make London a city where everyone can thrive.

We expect that through this priority we will fund work that develops voice and leadership skills for individuals and communities that lead to tangible and lasting change for them and their communities. This could include advocacy for targeted groups, the upskilling of ‘expert citizens’ to influence solutions, along with opportunities for representation that can help shape the journey from surviving to thriving for more people. The work funded is likely to link back to our other four priorities. For example, voice and leadership skills might enable specific individuals and communities to impact on and benefit from activities connecting the capital, reducing inequalities, empowering positive transitions, and/or access to advice and support. This priority will also connect to our desire to ensure the continued success of civil society, which we will demonstrate through funding for new and existing specialist civil society support services.

#### **- Funder plus support and CBT’s toolbox**

It is important that every interaction or project that we support enhances the lustre of London’s civil society and the individuals and communities with which they work. Therefore, in this strategy we are committing to an expansion of the ways in which we invest our funding and resources in organisations, in order for us to create stronger partnerships with organisations that are always anchored in our vision and values.

Within our strategy our funder plus support and toolbox are intended to depict simply what we consider to be our entire asset and resource base. Through the toolbox we are showing clearly our desire to provide a streamlined offer to groups of the ways in which they can access our funding, and this includes: core funding; small and large grants delivered over the short and long-term; access to funding to become social investment ready; social investment; funding for research and learning; match funding; strategic initiatives funding; funding for new ideas and support to access to giving in terms of time, talent and money. Whilst some parts of our funding offer will be available throughout the strategy, such as large grants, we anticipate that other funding options will be

available when needed, for example our match funding offer. In 2018, we will provide the exact criteria and processes through which these tools will be used and implemented.

Our funder plus offer will outline the kinds of support we can offer organisations in addition to our money. It will draw together a list of the assets we feel we have access to directly through our own networks and the networks of our trustee, the City of London Corporation. We want our funder plus work to add real value to an organisation, and so we will be mindful of the work already being done in this area by other funders, as well as working with organisations directly to understand what they would most benefit from - if anything.

The funder plus support offer will be outlined in detail in 2018, when the strategy is implemented. It will include support for organisations in the form of consultancy, training, networking and diagnostics/audits relating to a range of matters such as: governance; organisational development; social investment readiness; partnership development; exit strategy planning; specialist organisational infrastructure (IT, HR, property advice, monitoring and evaluation etc.) and eco-audits.

#### **- Defining success**

What would successful delivery of this strategy look like? We will consider this through two lenses -

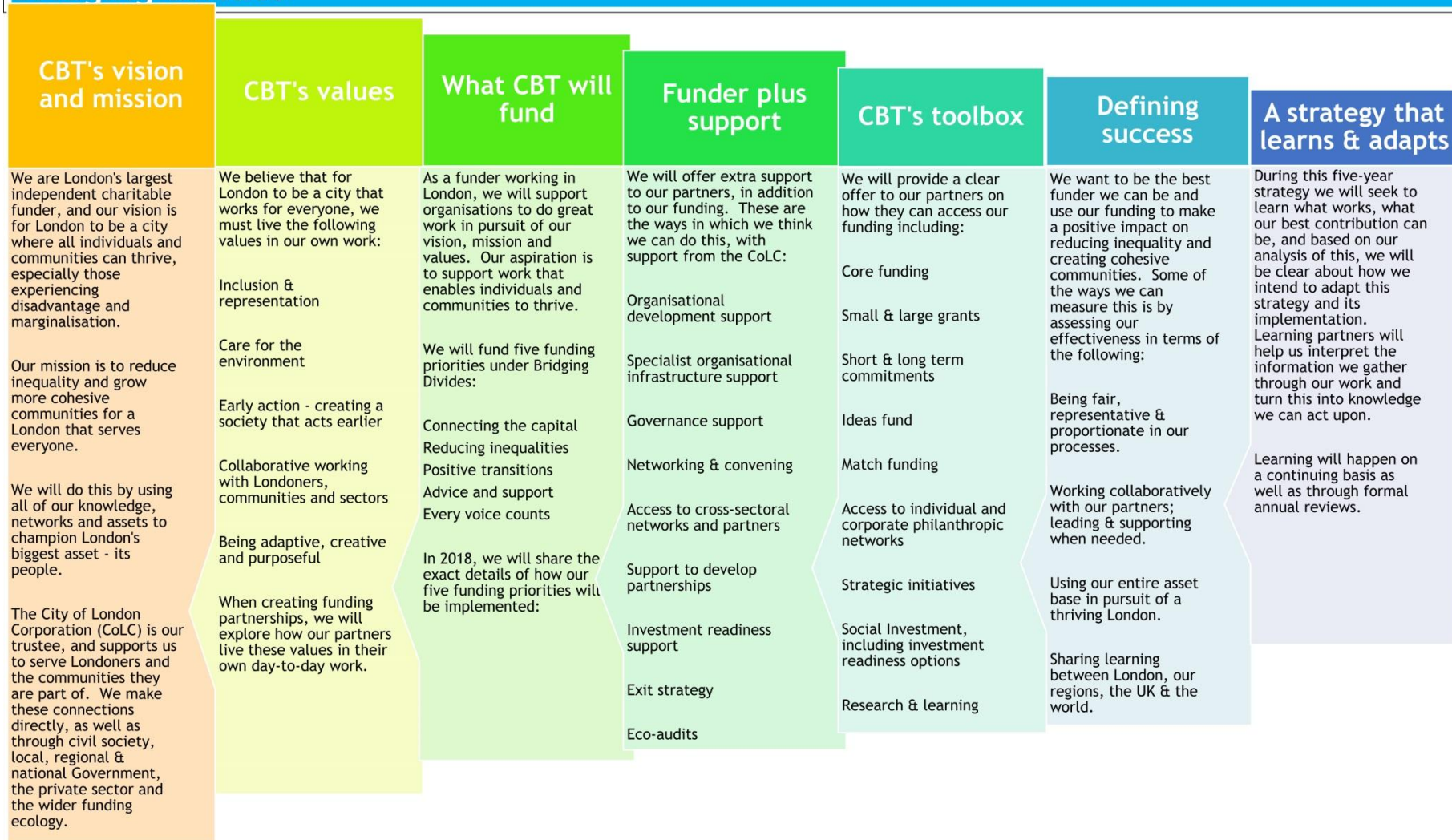
We want to be the best funder we can be, particularly in terms of making our processes as effective as they can be, working collaboratively, taking on leadership responsibilities, assessing how effectively we are using our entire asset base in pursuit of a thriving London, and encouraging learning between London, our regions, the UK and the world. We want our work and our funding to make the most positive impact on reducing inequality and creating cohesive communities. Measures of success in pursuit of our vision will be designed during the implementation phase of this strategy, and against our five funding priorities.

#### **- A strategy that adapts and learns**

It is our privilege to be a funder, and we want to ensure that we are fulfilling the vision set out in this strategy by building in time to reflect on and learn from the work that we are doing. We will learn from this strategy on a continuing basis, as well as ensuring that we conduct a formal review of our work on an annual basis, with support from a range of internal and external partners, and formal learning partners. This will then allow us to learn what works, what our best contribution can be, and how we should adapt our strategy.

# City Bridge Trust - Funding Strategy, 2018-2023

## Bridging divides





## **Implementation**

This strategy represents an exciting next step for us as a funder. It signals clearly our intentions to develop our work with existing stakeholders, whilst also reaching out to new stakeholders, to support us in our work.

In the coming months we will work with colleagues internally and externally to develop a detailed plan, in the form of an Implementation Document, explaining how this strategy will be delivered from 2018. We will communicate the progress that we are making with this through our website, social media and communication in person or using email.

The full and exact details of what we intend to fund will be promoted in many different ways in 2018, in order to find ideas, projects and organisations to support. This document provides some high level detail on the kinds of things we might fund, but the Implementation Document will provide fuller details on this.

We will also be working on developing alternative formats of this strategy, in particular an easy-read version for Disabled People and versions available in different languages.

## **Executive Summary**

The report considers the role of charitable funders at a time when research carried out by the Association of Chief Executives of Voluntary Organisations (ACEVO) and Charities Aid Foundation (CAF) found that 20% of charities are 'struggling to strive'. There is an estimated 8,000 practising grant-makers in the UK, awarding in the region of £3 billion annually, with the top 2,500 grant-makers giving a total of £2.65 billion or 88% of the total annual spend. Research in 2015 confirms that spending by charitable funders has returned to pre-recession levels, but that this represents a fall in spending in real terms. The majority of grant spending is aimed at education and training (24%), health (11%), arts/culture (11%), welfare (9%), and children/youth (8%), according to analysis of 16,500 grants in 2015. CBT remains one of the UK's largest charitable funders: it is the fifth biggest in terms of its assets and sixteenth largest in terms of its annual spend at circa £20 million. CBT is part of a wider group of similar funders in terms of grant-spend and ambition, including the Tudor Trust, Trust for London, Comic Relief, Paul Hamlyn Foundation.

The paper considers a wide range of research into the effectiveness of the funding approaches that charitable funders adopt in pursuit of positive social change. The author proffers that ultimately it is about charitable funders being more strategic, intentional, straightforward and impact focused, with less bureaucratic and burdensome processes for charities. To support this analysis, the author provides summaries of the following reports: the Funder Conundrum, the Institute of Philanthropy, Project Streamline – a collaboration of grants managers from various US foundations, the Grantmaking Tango and the 'Inside the mind of the grant maker' report. Each piece offers its own checklist of the kinds of considerations that need to be made by funders, but there is overlap and alignment on the following:

- Funders understanding their own intentions and being clear about the approaches that will work for them.
- Funders find and support their applicants, and the types of evaluation and learning they adopt.

The role and actions of funders, individually and collectively, in a time of austerity is considered in the report. The research concludes that there is an opportunity for their work to make fuller and better use of civil society in tackling stubborn and deep-rooted issues – it is argued that civil society is undercapitalised currently. It also encourages funders to commit to courageous leadership that challenges them and civil society more widely, to achieve more and to respond more quickly to rapid and dramatic changes in the external world.

The majority of the report considers the approaches funders can take in order to distribute their monetary and non-monetary resources. In order to build the resilience of the social sector, the following approaches are analysed:

- a) Core and unrestricted funding
- b) Funding proven services
- c) Funding for organisational development
- d) Investing in intermediaries and second tier organisations
- e) Funding small scale work

The report also offers ideas on the approaches that can be taken to the following:

- a) Funding digital technology for good
- b) Initiating new organisations to 'plug gaps' or improve infrastructure
- c) Mergers and close down
- d) Funding to build on assets and strengths
- e) Peer led grant-making and participatory funding
- f) Place based funding approaches
- g) Funding community business
- h) Funding for people with ideas
- i) Funding policy, influencing and campaigns
- j) Collaboration

The report concludes that there are many approaches that can be taken to funding, but that these approaches should link back to the charitable funder's purpose, values and strategic objectives. The report adds that there is not a lot of innovation within the approaches taken, and the author suggests that there is a need for funding processes to undergo a significant overhaul in most cases, mainly due to the increasingly complex and seemingly intractable social challenges that funders seek to improve and change.

## May 2017

- The Committee is asked to approve the finalised strategy on 11<sup>th</sup> May 2017, with any recommended and agreed changes being incorporated shortly afterwards.
- Stakeholders that have been engaged in the Strategic Review will be updated on the proposed next steps for this work until July.
- Website and social media communications updated to outline the proposed next steps until July 2017.
- Your Head of Strategic Review and your Communications Officer finalise plans with members of the Director of Communication's Team, and others, to consider how to launch the strategy following Court, including press releases, possible launch event(s), case studies or future scenarios to bring the strategy to life.
- Your Head of Strategic Review and your Communications Officer to begin work with design agency to convert the strategy in to a report for publication.
- Your Head of Strategic Review to begin work on converting the finalised strategy to an easy-read version for Disabled People and versions translated in to different languages, in time for July/August 2017.
- Your Head of Strategic Review and Deputy Chief Grants Officer to continue work on the Implementation Document for the strategy.

## June 2017

- Strategic Review progress update to CBT Committee on 15<sup>th</sup> June 2017.
- Your Chief Grants Officer and your Head of Strategic Review to present funding strategy to Chief Officers' Group on 21<sup>st</sup> June 2017.

## July 2017

- Your Head of Strategic Review and your Communications Officer to finalise the details needed to successfully launch the strategy, including press releases, with the support of other CoLC colleagues.
- Court agreement for the strategy will be sought on 20<sup>th</sup> July 2017.
- Your Head of Strategic Review to provide final update to the CBT Committee on progress made and planned next steps on 27<sup>th</sup> July 2017.
- Your Head of Strategic Review to ensure successful handover of work relating to implementing the strategy by 31<sup>st</sup> July 2017.

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust Committee	11 <sup>th</sup> May 2017
<b>Subject:</b> CBT Business Plan and the City of London Corporation draft Corporate plan	<b>Public</b>
<b>Report of:</b> The Chief Grants Officer	<b>For Decision</b>
<b>Report author:</b> Scott Nixon, Head of Projects	

## Summary

This report presents, for approval, the City Bridge Trust (CBT) business plan. A draft of the high-level plan was presented to your Committee in March 2017.

This report also presents an early draft of the City of London Corporation Corporate Plan 2018-23 to give Members an opportunity to provide feedback before wider consultation on the plan takes place in the autumn.

## Recommendations

Members are asked to:

1. Approve the CBT 2017/2018 business plan.
2. Note the draft Corporate Plan 2018-23 and provide initial feedback on the content.

## Main Report

### Background

1. A new framework for corporate and business planning is currently being developed, led by the City Corporation's Head of Corporate Strategy and Performance. The aim is for all the work carried out by or supported by the City Corporation to contribute to one overarching goal. This will be achieved by:
  - Identifying the overarching goal and the specific outcomes that support it in the refreshed Corporate Plan;
  - Ensuring that all the work carried out by departments, including projects and development plans, contributes to delivery of the outcomes in the refreshed Corporate Plan, and is included in their business plans;
  - Enhancing the "golden thread", such that everything the Corporation does and develops is captured within appropriate departmental business plans, team plans, and individual work plans;

- Developing a culture of continuous improvement, challenging ourselves about the economy, efficiency and effectiveness of what we do and the value we add.
2. As this new approach involves parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented, so how plans are presented to Members is likely to develop during this time.
  3. The Corporation's work to refresh its corporate plan helpfully aligns with the timing of the 2018-2023 CBT funding strategy. Whilst accepting that the Corporation in its role as a trustee of Bridge House Estates must always operate in the best interests of the charity, there has been helpful collaboration with the Corporation's Head of Strategy and the CBT Head of Strategic Review. This has included sharing the details of the CBT strategic review process including the research and analysis of London's needs.

### **Departmental Business Plans**

4. Revised departmental business planning documentation is being introduced in response to Member requests for consistency of presentation across the organisation, and a desire to see a succinct statement of key ambitions and objectives for every department. For this year, new standardised high-level summary departmental plans have been introduced. These will also allow corporate Committees and Sub Committees to see what is being proposed and delivered across the organisation as a whole.
5. Prior to the March 2017 Common Council elections, where meeting dates permitted, departments presented draft high-level departmental plans for discussion with their Service Committees (in respect of CBT this was at your March 2017 Committee). Following feedback from Members and Chief Officers, the standard template for and content of these high-level plans has been finalised. As well as key information on ambitions, budget and planned outcomes, the template requires departments to include information on their plans for cross-departmental and departmental projects, development of the department's capabilities, and a horizon-scan of future opportunities and challenges.
6. This report presents at Appendix 1 the high-level plan for CBT.
7. The high-level plan is supported by a more detailed plan for 2017/18, in the format used in previous years (Appendix 2). This provides more information on the items highlighted in the high-level plan. During 2017/18, development work will take place on the format of the detailed business plans, with a view to a standard format being introduced for 2018/19 onwards, which will align more closely with the high-level plans.
8. Further work will also take place on monitoring and reporting against the agreed outcomes at both corporate and departmental levels. This responds to Members' demands for more focussed and meaningful performance measures which demonstrate impact on outcomes rather than just outputs and activity. Ways in which reporting can become streamlined will also be considered.

## **Corporate Plan 2018-23**

9. In parallel with the development of the high-level departmental plans, work has continued on developing a refreshed Corporate Plan for 2018-23. This will include a mission statement which is specific and relevant to the City Corporation; ambitious long-term outcomes against which we can measure our performance.
10. Draft 15-year ambitions developed by Chief Officers in the People, Place and Prosperity Strategic Steering Groups have been edited into three broad strategic objectives, aligned with a draft mission. Twelve draft outcomes are grouped under these objectives to form the basis of the refreshed plan. To support the development of this plan a new Corporate Strategy Network of senior officers has been established. As a first task, this network is mapping activities listed in departmental business plans to draft outcomes in the Corporate Plan so that the Corporation can see where its efforts are currently being directed, and use this information to help inform future decisions.
11. A draft of the Corporate Plan is presented at Appendix 3 to give Members an opportunity to provide feedback on the plan before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June. The draft mission, strategic objectives and grouped outcomes are on the first page of the draft plan. The second page describes the strategic principles, competencies and commitments that underpin how we will go about delivering the outcomes.
12. Members will have a further chance to comment on the Corporate Plan at Service Committees and in other working groups in the autumn.
13. Formal consultation will also take place with staff, partners and other stakeholders from September.
14. Officers are aiming to seek full Member approval of the Corporate Plan 2018-23 from the Court of Common Council prior to publication before the start of the 2018/19 financial year. Once the refreshed Corporate Plan has been approved, there will be closer alignment between the Corporate Plan and departmental business plans; for example departmental plans will explicitly refer to the relevant outcomes from the Corporate Plan.

## **Conclusion**

15. This report presents the business plan for this Committee to approve. It also presents an early draft of the Corporate Plan 2018-23 to give Members an opportunity to provide initial feedback before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June and opened out to wider consultation in the autumn.

## **Appendices**

### For Approval:

1. High level departmental plan – City Bridge Trust
2. Detailed Business Plan – City Bridge Trust

### For Information

3. Draft Corporate Plan 2018-23

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City Bridge Trust

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**Our vision is to create a fairer London.**

**2017/2018**

**Our ambitions are:**

- To tackle disadvantage in London and make it a fairer place to live and work.
- To develop London further as a global hub for charitable giving.
- To develop the social investment market.
- To be a strategic, collaborative and influential funder.
- To use our experience to enable effective charitable grant-making throughout the City of London Corporation and its related charities.

**What we do is:**

**Grant-making**

We award grants totalling £21M per year to charitable organisations across Greater London. We provide support to organisations beyond the money to improve their effectiveness and resilience.

**Giving**

We encourage individuals and businesses to give more time, money and skills/benefits in kind in a way that makes a positive difference.

**Social Investment**

We manage the City of London Corporation's Social Investment Fund which aims to achieve a positive financial return and demonstrable social benefit.

**Contract management**

We manage the City of London Corporation's Central Grants Unit and the Wembley National Stadium Trust.

**Our budget is:**

	Total £000
Employees	1,180
Supplies & Services	399
<b>Total Expenditure</b>	<b>1,579</b>
Total Income WNST	(108)
<b>Total Local Risk</b>	<b>1,471</b>
Grants to be issued	21,000
<b>Total Budget</b>	<b>22,471</b>

**Our top line objectives are:**

**To increase the quality and impact of our charitable funding by:**

- Agreeing the 2018-2023 strategy resulting from the five year Strategic Review and putting in place the resources to implement it.
- Developing an Evaluation and Learning Plan to underpin the delivery of the strategy.
- Committing: both through making grants to applicants and developing pro-active strategic grants with expert field input.
- Making the most of our non-financial assets, from our Trustee the City of London Corporation, its networks and related charities to deliver the strategy.

**To encourage more giving of time, money and skills in an effective way to support thriving communities by:**

- Developing a joint Giving Strategy that covers the Trust, the City of London Corporation and Mansion House and links with the work of other key stakeholders.

**What we'll measure:**

- Successful launch and implementation of the Strategic Review for 2018-2023.
- How staff use knowledge gained through the Learning and Evaluation Strategy and how this is disseminated to other stakeholders.
- The amount of the grants budget committed Levels of grant spend against each of City Bridge Trust's funding priorities.
- Evidence of use of the Corporation's non-financial resources to deliver the Strategy.
- Giving Strategy agreed and implemented.
- Level of giving of time, money and benefits in kind across our trustee, the Corporation.

## APPENDIX 1

### To grow the social investment market by:

- Implementing a fourth round of the Stepping Stones Fund.
- Committing a further £3million of the Social Investment Fund.
- Modelling effective collaboration between sectors.

### To ensure the Trust is led by strategic decisions and is customer focused by:

- Reviewing all grant processes and Business Plan in the light of the Strategic Review.
- Developing KPIs for grants assessment and management.
- Continuing to invest in grantee feedback and implement recommendations of recent survey.
- Ensuring officers keep up-to-date with the funding context.

- Successful launch of the fourth round of the Stepping Stones Fund (to include the quality and quantity of applications relative to previous rounds).
- The financial return and social impact of the Fund's investments.
- Number of internal/external networks engaged.
- Revised grant processes and KPI's agreed and implemented.
- Level of positive/negative feedback from grantees relative to sector benchmark and previous survey performance.
- Interaction with the website and social media platforms.

### Corporate Projects and programmes

- Undertake the recruitment of an apprentice under the City Corporation Apprenticeship programme.
- Input into the City of London Corporation's new Corporate Plan.

### Departmental Programmes and projects

- Organise regular training sessions for Grants Officers for their Continuing Professional Development.
- Implement the recommendations of the Eco-Audit.
- Provide IT systems to develop paper light agile working; improve database access and improve service effectiveness.
- Actively promote the Staff Diversity Networks within the team.

### How we plan to develop our capabilities this year:

- Review the Trust's Human and IT resource in conjunction with Central Service departments to ensure it is fit for purpose.
- Maximise the input and engagement with Members of the City Bridge Trust Committee and enable any relevant training.
- Review the Trust's due diligence and financial procedures and implement recommended improvements.

### What we're planning to do in the future:

- Implement the 2018-2023 City Bridge Trust Funding Strategy and develop appropriate KPI's to monitor the impact and outcomes.
- Implement a joint Giving Strategy with the Corporation, Mansion House and key partners.
- Move towards full investment and a balanced portfolio approach to our Social Investment Fund.
- Upgrade the existing grants management database.



# **City Bridge Trust Business Plan 2017/19**

City Bridge Trust: Summary Business Plan 2017-19

<b>Vision:</b>	<ul style="list-style-type: none"> <li>• A fairer London</li> </ul>
<b>Strategic Aims:</b>	<ul style="list-style-type: none"> <li>• To be a strategic and collaborative funder</li> <li>• To maximise the impact of the funding available from the underlying charity Bridge House Estates.</li> <li>• To develop the social investment market</li> <li>• To tackle disadvantage in London and make it a fairer place to live and work</li> <li>• Encourage more charitable giving and the effective giving of time, talent and money across London. To ensure the Trust is led by strategic decisions, is customer focused and is resourced appropriately to deliver quality outcomes and use experience to deliver effective grant-making throughout the CoLC and related charities.</li> </ul>

Our Key Performance Indicators are:		
Description:	2017/18 performance	2018/19 target
Develop the Trust's role as a strategic, collaborative and influential funder.	Draft 2018-2023 funding strategy completed. To manage the external contract for Wembley and the Central Grants Unit.	2018-2023 funding strategy launched and implemented.
Maximise the impact of the funding available from the underlying charity Bridge House Estates.	Approx. £24M awarded in a range of different grants of which up to £4M in strategic initiatives. Funder plus options developed.	£21M awarded in a range of different grants of which up to £4M in strategic initiatives. Funder plus options implemented.
To develop the London social investment market	£3M committed for social investments.	£3M committed for social investments.
Encourage more charitable giving and the effective giving of time, talent and money across London.	'Head of Philanthropy Strategy' post developed and recruited. Joint CBT /CoLC Philanthropy Strategy developed City Philanthropy project	Joint CBT /CoLC Philanthropy Strategy implemented. 4 new London borough Local Giving schemes are developed and an evaluation

Our Key Performance Indicators are:		
Description:	2017/18 performance	2018/19 target
	learning integrated into City of London	of London's Giving started.
Fit for purpose: To ensure the Trust is led by strategic decisions is customer focused and is resourced appropriately to deliver quality outcomes.	Strategic Review completed. New programmes designed and written. Staffing and CBT resource review undertaken in light of the Strategic Review. Zero-based budgeting exercise completed.	New funding programmes launched. Staffing and CBT resources review implemented.

### City Bridge Trust: Summary Business Plan 2017-19

Page 73	2015/16 Actual	2016/17 Original Budget	2016/17 Revised Budget	2016/17 Forecast Outturn (latest)	2016/17 Comparison to 2015/16	2017/18 Original Budget	Refer to note
	£000	£000	£000	£000	%	£000	
Employees	806	1,144	968	961	19	1,181	1
Transport	3	4	6	4	33	6	
Supplies & Services	338	226	501	420	24	393	2
Grants	18,342	20,000	21,510	16,881	(8)	21,000	3 & 4
<b>Total Expenditure</b>	<b>19,489</b>	<b>21,374</b>	<b>22,985</b>	<b>18,266</b>	(6)	<b>22,580</b>	
Total External income	309	107	107	307	(1)	108	5
<b>Total net expenditure before recharges</b>	<b>19,180</b>	<b>21,267</b>	<b>22,878</b>	<b>17,959</b>	(6)	<b>22,472</b>	
Support services and capital charges	145	137	158	142	(2)	171	
<b>Total net expenditure</b>	<b>19,325</b>	<b>21,404</b>	<b>23,036</b>	<b>18,101</b>	(6)	<b>22,643</b>	

#### Notes on Financial Information:

1. The expected outturn for the employees' budget for 2016/17 compared to original budget reflects the fact that 4 vacancies existed within the Grants Team

during the year, alongside the delayed recruitment of the Head of Charity and Social Investment Finance. The 2017/18 budget plans for a full team to be in place throughout the year.

2. The Supplies and Services budget covers a variety of expenditure headings, with consultancy being a key contributor. With several vacancies being carried during 2016/17, the team had to draw upon interim consultants hence the higher spend compared to 2015/16 and original budget. Approval is to be sought from the Chamberlain and Resource Allocation Sub-committee to carry-forward £42k of budgeted spend relating to specific projects yet to take place.
3. The revised grants budget for 2016/17 comprised the standard grants programme of £15m, the Prince's Trust allocation of £1m, an additional allocation of £4m from the surplus income of the Bridge House Estates plus a carry forward of £1.51m from 2015/16. Approval has been sought under urgency to carry-forward to 2017/18 the underspend of £4.448m allocated for the employability and the infrastructure programmes.
4. The grants budget for 2017/18 comprises the standard grants programme of £15m, the Prince's Trust allocation of £1m and an additional allocation of £5m from the surplus income of the Bridge House Estates. A request for the unspent element of the Investors in London programme, of £181k will be requested via the normal carry-forward process.
5. External income comprises that received from the Wembley National Stadium Trust (WNST) contract (£107k in 2016/17) plus £200k from UBS towards the Stepping Stones grants programme, the latter not having been included in the budget. The 2017/18 budget includes solely income from WNST at present.

### City Bridge Trust: Summary Business Plan 2017/18

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#### CBT Staffing:

This section will be completed by the CBT HR Business Partner and will include data analysis on current staffing levels, sickness and absence rates and the levels of diversity within the department. Information to follow.

#### Notes on Staffing Information:

To be completed.

#### Learning & Development:

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

- Attendance at and active participation in funders' networks where issues relevant to our funding priorities, as well as good practice in grant-making,

are discussed.

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

During the year, a number of team training sessions will be planned, following consultation with staff members.

### Key Improvement Objective Template

<b>Objective 1</b>	Develop the Trust's role as a strategic, collaborative and influential funder.
<b>Priority and rationale (why are you doing it?)</b>	As London's largest independent funder, the Trust has a responsibility to London's communities, especially those most disadvantaged.

<b>Actions / Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
Strategic Review stakeholder consultations completed and final draft of strategy submitted to CBT Committee for approval	May 2017	<ul style="list-style-type: none"> <li>• Committee approve the 2018/2023 funding strategy.</li> </ul>	Chief Grants Officer	Officer time; local risk and grants budgets.
Strategic Review submitted to Court of Common Council for approval.	July 2017	<ul style="list-style-type: none"> <li>• Court of Common Council approve the 2018/2023 funding strategy.</li> </ul>	Chief Grants Officer	Officer time; local risk and grants budgets
Strategic Review implementation timetable and resources plan developed and agreed	July 2017	<ul style="list-style-type: none"> <li>• Committee presented with the implementation timetable and associated resource requirements.</li> </ul>	Chief Grants Officer	Officer time; local risk and grants budgets.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
To develop an Evaluation and Learning plan to underpin the delivery of the strategy.	December 2017	<ul style="list-style-type: none"> <li>How staff use the knowledge gained through the Learning and Evaluation Plan and how this is disseminated to other stakeholders.</li> </ul>	Chief Grants Officer	Officer time; local risk and grants budgets.

<b>Objective 2</b>	Maximise the impact of the funding available from the underlying charity Bridge House Estates.
<b>Priority and rationale (why are you doing it?)</b>	The needs of Londoners are greater than the resources available and it is essential that the Trust aims to maximise its impact.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
The grants budget is expended in full.	March 2018	<ul style="list-style-type: none"> <li>Even grant spend throughout the year meeting notional targets (50% deployed by October 2017)</li> </ul>	Chief Grants Officer	Full team supported by Chamberlain's.
Strategic Initiatives continue to complement the Trust's responsive grant-making.	On-going	<ul style="list-style-type: none"> <li>20% of the grants budget is committed to strategic initiatives.</li> <li>Funder Plus initiatives developed.</li> </ul>	Deputy Chief Grants Officer.	Full team supported by Chamberlain's.
The Grants Manual is in place.	October 2017	<ul style="list-style-type: none"> <li>The quality and consistency of grants assessment and management is improved.</li> </ul>	Deputy Chief Grants Officer and lead Grants Officer.	Staff time.
The Central Grants Programme is managed effectively on behalf of the CoLC.	April 2017 onwards.	<ul style="list-style-type: none"> <li>To continue to provide appropriate resources to deliver the Central Grants Programme.</li> </ul>	Chief Grants Officer and the Senior Grants Officer lead.	Staff time supported by City Solicitors and the Chamberlain's teams.



Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
		<ul style="list-style-type: none"> <li>Members and Officers continue to understand the grants that may be applied for.</li> </ul>		
Learning and development plan developed.	December 2017 and on-going	<ul style="list-style-type: none"> <li>Members of grants team actively participate in external networking and learning events.</li> <li></li> </ul>	Deputy Chief Grants Officer	Staff time.
The Trust continues to develop its relationship with London Funders as a strategic partner.	On-going	<ul style="list-style-type: none"> <li>London's Giving continues to grow in at least 4 more boroughs.</li> <li>The Trust identifies initiatives to fund under the infrastructure support strand of its uplifted grants budget.</li> </ul>	CBT Management team	Staff time.
Resource and staffing plan developed for Phase 2 of the website redevelopment.	July 2017	<ul style="list-style-type: none"> <li>Positive feedback of user-friendliness of new site; up-to-date and dynamic nature of content, feedback incorporated from users.</li> </ul>	Communications Officer	Staff time (including I.S. team); budget.

<b>Objective 3</b>	Grow the London social investment market
<b>Priority and rationale (why are you doing it?)</b>	To diversify and increase the funding available to achieve social impact.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
At least a further £3m of the Social investment Fund	March 2018	Social Investment Board meetings will approve	Chief Grants Officer	Officer time and Bridge House Estates charitable

committed.		investment commitments of a further £3m by the end of the financial year		assets.
A further round of Stepping Stones grants is awarded.	September 2017	<ul style="list-style-type: none"> <li>£0.55m Stepping Stones Fund is fully committed.</li> <li>The Partnership with UBS continues.</li> </ul>	Principal Grants and Social Investment Officer	Officer time and grants budget, UBS employee time and grants resource.
Board Strategic Away-Half Day	31 October 2017	Discussions on the day lead to improvements to strategy and related activity.	Chief Grants Officer	Officer time, external speaker time.

<b>Objective 4</b>	Encourage more charitable giving and the effective giving of time, talent and money across London.
<b>Priority and rationale (why are you doing it?)</b>	To increase the resources available to civic society

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
To develop a joint Giving Strategy that covers the Trust and The City of London Corporation and links with the work of other key stakeholders.	January 2018	<ul style="list-style-type: none"> <li>A Giving strategy is agreed and this is understood and informs working across the Trust/ColC/and Mansion House</li> </ul>	Chief Grants Officer.	Officer time and consultancy budget.
To recruit a 'Head of Philanthropy Strategy'	July 2017	<ul style="list-style-type: none"> <li>To have recruited to the post.</li> </ul>	Chief Grants Officer.	Officer time and grants budget

<b>Objective 5</b>	Fit for purpose: To ensure the Trust is led by strategic decisions, is customer focused and is resourced appropriately to deliver quality outcomes.
<b>Priority and rationale (why are you doing it?)</b>	The extent of disadvantage in London is greater than the resources available to tackle the problem: it is essential that the Trust maximises its impact by making best use of all of its assets.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
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Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
A programme of themes is continued for each Committee meeting – to include one focused meeting on strategic initiatives.	May 2017 onwards (Strategic initiative focused meeting November 2017).	<ul style="list-style-type: none"> <li>Members feel better informed about the focussed areas of the Investing in Londoners programme (including strategic initiatives).</li> </ul>	Chief Grants Officer	Officer time and grantee speaker time.
The Trust's Committee Members are able to play their full part in the governance of the Trust's work.	On-going and March 2018	<ul style="list-style-type: none"> <li>All new Members receive a full induction within 2 months of joining the Committee.</li> <li>Each Member attends at least 2 grantee visits/events and strategic away-half day.</li> </ul>	Chief Grants Officer	Officer and Member time.
The Trust's staffing resource and structure is reviewed in light of the Strategic Review and Central Grants Programme.	December 2017	<ul style="list-style-type: none"> <li>The grants team has clear lines of accountability in place.</li> <li>The Central Grants function is integrated and working efficiently as part of the CBT team.</li> </ul>	Chief Grants Officer	Officer time (including additional HR).

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# Draft Corporate Plan 2018 - 23

The City of London Corporation is the governing body of the Square Mile dedicated to a thriving City, supporting a strong, sustainable and diverse London within a globally-successful UK.

We aim to...

## Benefit society

By fostering a culture of inclusivity, opportunity and responsibility

## Shape the future City

By strengthening its connectivity, capacity and character

## Secure economic growth

By promoting the City as the best place in the world to do business

Everything we do supports the delivery of these three strategic objectives. We measure our performance by tracking our impact on twelve outcomes:

### People

- People live enriched lives and reach their potential
- People enjoy good health and well-being
- People enjoy our thriving and sustainable public spaces
- People are safe and feel safe

### Place

- The Square Mile is the ultimate co-working space: flexible, secure and inspiring
- The Square Mile is digitally and physically well-connected and responsive
- The Square Mile is known for world-leading culture and creativity
- The Square Mile has outstanding public spaces, retail, leisure and hospitality

### Prosperity

- The City has the world's best access to global markets and regulatory framework
- The City is the global hub for business innovation – new products, new markets and new ways of doing business
- The City nurtures and has access to the skills and talent it needs to thrive
- The City's activities at home and abroad are known to benefit society and business

## What we are responsible for...

London's world-leading financial and business centre, the Square Mile's local authority services, City of London Police, national economic security, London's Port Health Authority, five Thames bridges, London's biggest independent grant-maker, the UK's highest performing group of secondary Academies, three independent schools, Europe's largest multi-arts centre, numerous cultural and educational institutions, three wholesale markets, safe UK animal trade, housing, landholdings and historic green spaces

## We want to...

Deliver far more for the City, the capital and the country by collaborating with our unique breadth and depth of partners and stakeholders

## Our unique selling points are...

Our independent voice

Our convening power and reach

Our long-held traditions yet ability to be a catalyst for change

Our long-term view and local, regional, national and global perspectives

Our private, public and voluntary sector expertise

## We commit to...

Unlocking the potential of our many assets – our people, our stakeholders, our relationships, our buildings and the valued cultural, educational, environmental and commercial assets we oversee

Championing diversity and London's cosmopolitan nature

Listening to our customers and providing excellent services

Being active partners, open to challenge, leading and learning

Innovation, always looking for ways to deliver more and add value through new technologies and smart approaches

Good governance, by driving the relevance, responsibility, reliability and radicalism of everything we do

Upholding our values – Lead, Empower, Trust - and displaying passion, pace, pride and professionalism in everything we do

<b>Committee</b>	<b>Dated:</b>
<b>City Bridge Trust</b>	11 <sup>th</sup> May 2017
<b>Subject:</b> Employment & disability – <i>Bridge to Work</i> Programme	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Decision</b>

## Summary

This report informs you of the specific projects recommended for funding in your Bridge to Work programme and confirms the allocation of the total amount available.

## Recommendations

Members are asked to:

1. Note the report.
2. Agree the allocation of the total £3.3m funds as outlined in Table 1 – subject to consideration of the individual reports on the selected organisations, which are presented elsewhere in your papers.
3. Recommend that the Court of Common Council approves any individual grants which are above £500,000.

## Main Report

### Background

1. At your meeting in March you agreed a general allocation of the available funds for the Bridge to Work programme (supporting disabled people into and in employment), with officers instructed to bring recommendations on specific funding to named organisations to this meeting.
2. The total funds available (excluding the Mental Health strand which is the subject of a report elsewhere in your papers) amount to £3.3m. Of this, certain areas of expenditure were agreed in principle at your last meeting (see Table 1 below) and can now be confirmed.
3. Assessment reports for the individual projects recommended for support are also provided elsewhere in these papers, for decision on an individual basis. You are asked to agree 5 years' funding to each but with years 4 and 5 subject to satisfactory progress being achieved. This was the principle agreed at your meeting in January 2017. One of those – for a joint project between Inclusion London and Action on Disability – will need to be referred for decision to the Court of Common Council, preferably in June, as it amounts to more than £500,000 over the five year period.

4. The individual organisations recommended for support are:
- |                                       |                   |
|---------------------------------------|-------------------|
| Action for Kids                       | £250,000          |
| Inclusion London/Action on Disability | £775,000          |
| Muscular Dystrophy UK                 | £276,000          |
| National Autistic Society             | £199,000          |
| Royal Mencap                          | £350,000          |
| Whizz-Kidz                            | <u>£384,000</u>   |
|                                       | <b>£2,234,000</b> |
5. If you agree those grants as advised (and the Court supports the Inclusion London recommendation), the total sum would be £2,234,000. The sum set aside at your March meeting was £2,400,000 so it is proposed that the difference of £166,000 be added to the £350,000 originally recommended for the Work Experience/Internship fund. This is reflected in Table 1.
6. Expenditure items 3-6 within Table 1 represent costs that will either be directly incurred by your team or will be the subject of a supplier contract. As such, these costs will be spread over the lifetime of the programme. Plans for the operation of the work experience/internship fund, Item 2, are being developed and will be presented at a future meeting.
7. Assuming you (and the Court where necessary) agree these allocations and the individual grants, the Bridge to Work programme can commence in full in the summer time, in line with the intentions of the individual projects.

Table 1

	<b>Total for 5 years</b>
1. Funding to individual organisations	2,234,000
2. Work experience/Internship fund + management costs	516,000
3. External evaluation (based on £20k pa)	100,000
4. Resources, events, seminars, project costs, etc	70,000
5. Project management/Employer engagement (based on £40k pa on average)	200,000
6. Contingency/additional projects	180,000
	<b>£3,300,000</b>

## **Conclusion**

8. The Bridge to Work programme aims to narrow the disability employment gap by funding projects which provide employability support for young disabled people in London and which help to strengthen links between employers and the disabled community. The individual projects bring both a variety of approaches and commonality of objectives which is both exciting and comprehensive and which, in conjunction with the other areas of engagement, should make significant progress in supporting disabled Londoners into work.

### **Ciaran Rafferty**

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## INDEX OF GRANT RECOMMENDATIONS

Ref No.	Organisation	Requested Amount	Recommended Amount
<b><u>Anniversary programme: employability</u></b>			
a)	14001 Centre for Mental Health	£ 0	£ 1,241,568
b)	13981 Action for Kids	£ 249,665	£ 250,000
c)	13982 Inclusion London	£ 783,925	£ 775,000
d)	13985 Muscular Dystrophy UK	£ 338,543	£ 276,000
e)	13991 National Autistic Society	£ 199,428	£ 199,000
f)	13984 Royal Mencap	£ 350,000	£ 350,000
g)	13983 Whizz-Kids	£ 386,212	£ 384,000
<b>Anniversary Programme: Employability Total</b>		<b>£2,307,773</b>	<b>£3,475,568</b>
<b><u>Investing in Londoners</u></b>			
<b><u>Improving London's Environment</u></b>			
h)	13894 ShareAction	£80,038	£80,000
<i>Total Improving London's Environment</i>		£80,038	£80,000
<b><u>Improving Londoners' Mental Health</u></b>			
i)	13765 Evolve Housing + Support	£55,153	£55,000
j)	13886 Terrence Higgins Trust	£106,405	£106,400
<i>Total Improving Londoners' Mental Health</i>		£161,558	£161,400
<b><u>Making London More Inclusive</u></b>			
k)	13861 Heart n Soul	£90,000	£90,000
l)	13919 Royal Hospital for Neuro-disability	£119,962	£119,000
m)	13660 Scope	£255,938	£250,000
n)	13895 Toucan Employment	£114,706	£114,750
o)	13757 Volunteering Matters	£150,508	£135,000
<i>Total Making London More Inclusive</i>		£731,114	£708,750
<b><u>Making London Safer</u></b>			
p)	13764 Her Centre Limited	£173,817	£173,800
q)	13535 Parent Abuse and Reconciliation Service	£98,909	£108,200
<i>Total Making London Safer</i>		£272,726	£282,000

Reducing Poverty

r)	13841	Children England	£115,944	£116,000
s)	13891	Islington Bangladesh Association	£50,964	£51,000
<i>Total Reducing Poverty</i>			£166,908	£167,000

Strengthening London's Voluntary Sector

t)	13912	Community Southwark	£99,950	£100,000
u)	13958	One Westminster	£129,492	£130,000
<i>Total Strengthening London's Voluntary Sector</i>			£229,442	£230,000

**Investing in Londoners Grand Total** **£1,641,786** **£1,629,150**

<b>Committee</b>	<b>Dated:</b>
<b>City Bridge Trust</b>	11 <sup>th</sup> May 2017
<b>Subject:</b> <i>Bridge to Work – Mental Health</i>	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Decision</b>

## Summary

Following the report that was presented at your March Committee and the initial grant of £65,000 awarded to the Centre for Mental Health (CfMH) for research for the mental health strand of the Bridge to Work programme, this report asks you to recommend that the Court of Common Council approves a grant of £1,241,568 to the Centre for Mental Health towards the implementation of Individual Placement Support (IPS) in two London boroughs. You are also asked to approve an additional sum of £193,432 for this project.

## Recommendations

Members are asked to:

1. Recommend that the Court of Common Council approves a grant of £1,241,568 over four years (£243,716; £562,796; £429,804; £5,252) to the Centre for Mental Health to implement Individual Placement Support (IPS) in two London boroughs.
2. Set aside an additional £193,432 for contingency (equivalent to 15.5% of the grant sum) to cover any additional or unforeseen work over the period.

## Main Report

### Background

1. In July 2015, the City Bridge Trust's 20<sup>th</sup> Anniversary year, the Court of Common Council agreed an uplift to the Trust's core grants budget. Your Committee agreed that 40% of the additional annual sums set aside be 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. £65,000 was awarded in 2016-17, so the total amount currently available for this particular stream is £4.735m. It has been agreed that these funds be targeted at disabled young people and those with mental health needs.
2. Elsewhere in your papers you will see several individual proposals to address employability amongst disabled people as part of the *Bridge to Work* programme, which amount to £3.3m, including other programme costs. This

paper presents a proposal for expenditure of the remaining £1.435m for *Bridge to Work: mental health*.

### **Current Position**

3. This proposal builds on internal research undertaken in 2016 to identify the most effective mechanisms for supporting young people with mental health problems into and in employment. The research concluded that, based on significant national and international evidence, IPS was the most effective approach. It has been tested and trialled across four continents and consistently achieves better job outcomes than the best alternative available, both for job entry and sustained work outcomes. A list of the research references can be found on the [Centre for Mental Health website](#).
4. It is recommended that the CfMH is funded over four years to establish the provision of an IPS service in two London boroughs. It is intended that these services - which will focus on reaching young people - will be funded through the NHS at the end of the period.

### **The Centre for Mental Health (CfMH)**

5. The CfMH was founded in 1985 by the Gatsby Charitable Foundation that also provided its core funding until 2013 when the Foundation took the decision to spend out its funds. The CfMH is the leading authority on mental health research and the acknowledged expert on IPS in the UK. It has established a network of IPS Centres of Excellence across England and an evidence base that has undoubtedly paved the way for the Government's recent commitment to doubling IPS provision during the delivery period of its current Mental Health strategy, 'The Five Year Forward View for Mental Health' (published in 2016).

### **Individual Placement Support (IPS)**

6. The IPS model is an 'off the shelf' model, developed by Dr. R.E. Drake et al. at the New Hampshire-Dartmouth Psychiatric Research Centre in 1993. This project, therefore, proposes that the IPS model be implemented by the CfMH in two locations rather than organisations approach the Trust with their own proposals as in the disability strand of *Bridge to Work*.
7. The IPS Model is distinct from traditional programmes that support people with mental ill health towards employment: conventional models offer individuals training and support prior to starting the search for jobs, traineeships or placements. However, the IPS model starts with the assumption that treatment for mental ill health is supported and complemented by individuals being employed. Jobs are secured quickly after diagnosis and support, training, clinical care and welfare advice are offered while individuals are 'on the job'.
8. IPS focuses on paid employment of an individual's choice. The employment and support packages are tailored to the individual's needs and wishes; and support is offered to the employer as well as to the employee. IPS projects have a standardised staffing structure and delivery approach: the team comprises four staff members: two Employment Specialists, who work directly with individuals

and employers to identify suitable matches; One Team Supervisor, who oversees the work of the Employment Specialists and monitors performance against outcome targets; and a Voluntary Sector Implementation Lead, who is responsible for making the project sustainable by securing alternative funding by the end of the project.

9. The CfMH is in the process of identifying four possible boroughs in which IPS could realistically be implemented as part of the funded research period now underway. The attitudes of local commissioners, the capacity of local providers' services to host an IPS project, and local levels of need for IPS will inform the recommendations. Two boroughs will be selected from the shortlist.

### **Proposal details**

10. The CfMH will draw up service level agreements with the host voluntary sector organisations and the NHS Trust in each of the selected boroughs; recruitment for the IPS teams will commence in September 2017, should this grant be awarded. The two new IPS teams will then be trained in IPS by the CfMH, enabling them deliver IPS provision from December 2017 to November 2019. The final evaluation will be completed by 31.03.2020 and will be disseminated by the two IPS teams between March and September 2020, supporting their sustainability plans.
11. During project delivery, CfMH will aim to expand the two IPS teams by sourcing local funds for two additional IPS workers for each borough. It is hoped that galvanising local funding will strengthen the business case that will be presented to commissioners in each borough at the end of the project. The CfMH will support the two Voluntary Sector Implementation Leads to build their business cases, drawing on their programme outcomes and by demonstrating cost-effectiveness. It is hoped that the funding for IPS in the two boroughs will be mainstreamed by the end of the project.
12. Work delivered at the two sites will be monitored continuously during the two-year delivery period and outcomes will be benchmarked against the achievements of six previous IPS project sites in England (Bradford, Lincolnshire, Berkshire, Northamptonshire, Bedfordshire and Wiltshire). Outcome targets for the two sites include: 150 programme starts by October 2018 and 400 by December 2019. It is also hoped that 160 beneficiaries will have commenced employment by December 2019. At the end of the funding period, the CfMH will carry out 'fidelity reviews' at each site to identify what actions are required to achieve ongoing Centre of Excellence status for IPS.
13. The £65,000 grant award made at your March meeting has allowed the CfMH to research potential sites for IPS implementation in London. This proposal is for the next phase of the project that will involve roll out of IPS in two London boroughs. If you recommend that the Court of Common Council approves a grant of £1,241,568 to the Centre for Mental Health, this proposal will be presented to the Court on 22 June 2017. You are also asked to approve a sum of £193,432 for additional project costs as stated in paragraph 14.

**Table 1: Project budget**

	July 17 – March 18	April 18 – March 19	April 19 – March 20	April 20 – September 20	TOTAL
Staffing costs	132,867	340,300	253,633	300	727,100
Pension/NI	37,480	87,797	65,437	77	190,791
Project costs	27,750	20,900	17,100	-	65,750
Evaluation	5,000	20,000	22,000	4,000	51,000
Management	40,619	93,799	71,634	875	206,927
<b>TOTALS</b>	<b>243,716</b>	<b>562,796</b>	<b>429,804</b>	<b>5,252</b>	<b>1,241,568</b>

14. It is prudent for the Trust to set aside a sum for contingency at the level of 15.5% (£193,432) to cover any additional or unforeseen work over the period, for example in relation to evaluation, consultancy or research needed.

15. The most significant expenditure line in the project budget is for staffing costs. However, IPS is an established model and staffing structure, for which there is evidence of impact.

16. The budget includes a 20% management fee for the CfMH. This will cover the costs of contact negotiation with the voluntary sector partners and NHS providers in each borough; delivery of IPS training at each site; implementation, management and oversight of the two projects; project reporting; overseeing an independent evaluation and supporting each team to compile business cases and sustainability plans for commissioners in their boroughs. As the CfMH has experience of successfully implementing sustained IPS programmes in six different sites across the country, it would be in your interest to ensure its full engagement in supporting the two London-based projects.

**Table 2: CfMH financial table**

Year end as at 31st March	FY 15/16 Audited Accounts £	FY 16/17 Draft Accounts £	FY 17/18 Forecast £
<b>Income &amp; expenditure:</b>			
<b>Income</b>	1,701,971	1,655,364	1,598,500
- % of income confirmed	n/a	n/a	68%
<b>Expenditure</b>	(2,053,385)	(1,664,677)	(1,594,310)
<b>Total surplus/(deficit)</b>	<b>(351,414)</b>	<b>(9,313)</b>	<b>4,190</b>
<b>Split between:</b>			
- Restricted surplus/(deficit)	(141,276)	(30,514)	(8,000)
- Unrestricted surplus/(deficit)	(210,138)	31,201	12,190
	<b>(351,414)</b>	<b>(9,313)</b>	<b>4,190</b>
<b>Cost of Raising Funds</b>	178,921	145,000	153,500
- % of income	10.5%	8.8%	9.6%
<b>Operating expenditure (unrestricted funds)</b>	<b>1,269,281</b>	<b>1,034,483</b>	<b>964,153</b>
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	621,887	653,088	665,278
No of months of operating expenditure	5.9	7.6	8.3
Reserves policy target	634,641	520,429	482,077
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(12,754)	132,660	183,202

17. The deficit on unrestricted funds in 2015/16 arose as the Centre continued to build its fundraising capacity – and utilised reserves built up from the unused elements of a substantial core grant to this end. The deficit in restricted funds was covered by funds carried forward for projects active over a number of financial years. The charity expects to return to an overall surplus by 2017/18.

## **Conclusion**

18. The *Bridge to Work: mental health* programme aims to support beneficiaries with mental ill health back to good health and employment - outcomes that are believed by the programme's creators and implementers to be fundamentally linked. Currently, strong IPS services are delivered in only ten London boroughs therefore this project has the potential to expand IPS provision in London, which aligns with the Government's plans to fund the roll out of IPS nationally.

**Julia Mirkin**  
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**MEETING: 11/05/2017**

**Ref: 13981**

**ASSESSMENT CATEGORY – Anniversary Programme – Bridge to Work**

**Action for Kids**

**Adv: Ciaran Rafferty**

**Base: Haringey**

**Benefit: London-wide**

**Amount requested over 5 years: £249,665**

**Amount recommended: £250,000**

**The Charity**

Action for Kids (AfK) is a charity that helps young people with physical and/or learning disabilities find greater levels of independence and opportunity, through the provision of mobility aids, employability training, and family support. It was established in 1991 by Sally Bishop (now OBE) who wanted to raise funds for a powered wheelchair for a disabled boy and has grown since then to an organisation with a turnover of over £2m, working across the UK. Its principal services are focused on helping young people with learning disabilities transition successfully to adulthood and to help them to prepare for work. You have supported AfK's employment work, which has continually produced great outcomes.

**Recent Funding History**

Meeting Date	Decision
9/1/2014	£107,700 over three years for a Job Coach and other costs for employment support work
7/5/2009	£75,000 over three years for a Director of Development

**The Proposal**

This proposal extends and develops the organisation's core employment support work, which has had some financial support from the Trust for the past three years. *(Please note that the charity had initially submitted a standard application for continuation funding which it subsequently revised in line with the Bridge to Work programme.)*

AfK offers job coaching, employment brokering, and work-related learning to young people that have moderate to severe learning disabilities. The end goal is to help them into supported, paid, employment. The intermediate steps involved help facilitate the transition from education into employment. In the work funded by the Trust over the past three years the holistic approach taken by the organisation and its staff has been commendable in itself but has also produced impressive outcomes and, importantly, has had great success in engaging with employers, many of whom are now very strong advocates for employing people with learning disabilities.

The element of this proposal which is additional to the previous work funded by the Trust concerns the provision of travel training. Travel training is really important in helping people with learning disabilities to live independently. It usually requires one-to-one work with an individual, helping them to use public transport and increasing their confidence so that they are comfortable using it on their own; but it should also train them in how to cope if their normal journey is disrupted in any way. The ability and confidence to travel independently, especially to and from work, is crucial to sustaining employment.

### **Principal Outcomes**

1. 250 young people with learning disabilities will gain work-related skills and understand what is involved in performing a job.
2. 110 young adults will gain specific job-related skills as result of taking up external work-experience placements.
3. 40 young people will benefit from increased self-esteem as a result of gaining paid, supported, employment.
4. 60 young people will be trained to travel independently and to manage their own travel arrangements.

### **Recommendation**

Action for Kids has 18 years' experience of working with young people with learning disabilities and, for its work supporting them into and in employment, it has achieved great success (eg its success rate at finding paid work for people over the past three years stands at 32%). It has a track record in forging strong and positive engagement with employers and for breaking down some of the barriers to work.

***£250,000 over five years (5x £50,000) for a f/t Job Coach and a programme of employment brokering, travel-training and work-related learning to support young people with learning disabilities into and in employment. Release of quarterly grant payments will be conditional on satisfactory management accounts until such time as deemed prudent. The grant in years 4 and 5 is subject to the project achieving satisfactory progress in the first three years.***

### **Financial Information**

As at 20<sup>th</sup> March 2017, 26% of the income forecast for 17/18 had been confirmed. Free reserves have been negligible for some time though the organisation is optimistic about building these in the year ahead through significant legacy income which it expects to receive and through renting out some of its premises. It also has the ability, if necessary, to operate from one of its two premises and realise the asset of the other. Additionally, some aspects of current expenditure can be halted at short notice if necessary. That being so, it is prudent that release of quarterly grant payments be subject to satisfactory management accounts until such time as deemed necessary.

Year end as at 31st March	2016	2017	2018
	Audited	Forecast	Forecast
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	2,308,622	2,256,600	2,337,573
- % of Income confirmed as at 20/03/17	n/a	n/a	26%
Expenditure	(2,485,307)	(2,255,306)	(2,290,405)
Total surplus/(deficit)	<b>(176,685)</b>	<b>1,294</b>	<b>47,168</b>
Split between:			
- Restricted surplus/(deficit)	(3,954)	7,244	34,775
- Unrestricted surplus/(deficit)	(172,731)	(5,950)	12,393
	<b>(176,685)</b>	<b>1,294</b>	<b>47,168</b>
Cost of Raising Funds	442,853	345,306	355,405
- % of income	19.2%	15.3%	15.2%
Operating expenditure (unrestricted funds)	1,658,576	1,495,306	1,530,405
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	0	(5,950)	6,443
No of months of operating expenditure	0.0	0.0	0.1
Reserves policy target	829,288	747,653	765,203
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(829,288)	(753,603)	(758,760)

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**MEETING: 11/05/2017**

**Ref: 13982**

**ASSESSMENT CATEGORY – Anniversary Programme – Bridge to Work**

**Inclusion London (jointly with Action on Disability)**

**Adv: Ciaran Rafferty  
Base: Lambeth and  
Hammersmith & Fulham  
Benefit: London-wide**

**Amount requested over 5 years: £783,925**

**Amount recommended: £775,000**

**The Charities**

This is a joint proposal from Inclusion London (IL) and Action on Disability (AoD) with the former as the lead partner and recipient of any grant you may make. Both organisations have a significant track record and standing within the disability sector.

Inclusion London is the membership body for Deaf and Disabled People's Organisations (DDPOs) in London. It has ninety such organisations as members and, through those, reaches over 70,000 disabled people. It plays a significant role in influencing local, regional and national policy in equality and inclusion and would be a very important organisation to be involved in your Bridge to Work programme.

Action on Disability aims to promote equality of opportunity for people who have a physical or sensory impairment, or learning difficulty, or who experience mental health difficulties. It does this through providing a range of direct, high-quality, services; and also uses learning from its work to influence local and national policy.

**Recent Funding History (Inclusion London)**

Meeting Date	Decision
11/05/2017	£50,000 over 1 year to engage in The Way Ahead initiative
14/07/2016	£114,200 over two years for a Business Development programme for DDPOs

**The Proposal**

Although the last three governments have aimed to move disabled people into employment and have recognised structural barriers to this, employment programmes have almost exclusively focused on narrowly defined menus of support aimed at individual change rather than addressing structural barriers or engaging and educating employers. Therefore they have not been as effective as they might. The one successful exception – Access to Work – is not well promoted and so only serves a small minority of disabled people who could benefit from it.

There is good evidence of specialist and personalised approaches to employment support and skills development which have been shown to be more effective for people with learning difficulties or mental health conditions (notably, "individual placement and support", the model you intend to fund in the mental health strand of Bridge to Work). However, there are very few academic or well-designed studies into what works for other impairment groups.

IL has been working with 10 DDPOs offering employment and skills support. Between them they have engaged with over 20,000 disabled Londoners. They have an average success rate of 37% for getting people into employment. (Action on Disability's own approach achieves as high as 70%.) These organisations are using

a range of approaches. They have recognised that continuing to do “more of the same” is never going to change things.

Inclusion London will lead a partnership of London DDPOs to further develop, roll out and evaluate effective models of employment support. The project comprises 6 key elements of delivery covering different forms of employment support, engagement and brokerage with employers as well as research, evaluation and strategic policy work.

One of the key elements of the project will be the delivery and development of the Action on Disability tried-and-tested model of supported internships, where 12 young people with learning difficulties are placed with an employer for one academic year. They have an on-site tutor; one or two on-site job coaches; and a dedicated class room. They are given work placements within the business and a business mentor. The work placements must be real positions for which there is a business need and they will rotate through three different placements over the year. In the final term the job coaches will assist them to find a job either within the host employer (who usually takes one or two on permanently) or with another employer. AOD will develop one new supported internship site per year, with each one accommodating 12 young people. For a short video of AOD’s current work with GlaxoSmithKline please see: <https://actionondisability.org.uk/showcasing-our-employment-service/>

AOD has historically worked with larger employers like GlaxoSmithKline (mentioned above). However, in alignment with your own efforts to improve disability awareness amongst Small and Medium sized Enterprises (SMEs), AOD will be taking the learning from that work and bringing it to the local high street by having a dedicated strand of work around high street engagement, which will deliver one of your wider aims for the Bridge to Work around engaging with SMEs.

### **Principal Outcomes**

1. Reduce the barriers young Disabled people face in accessing and remaining in employment
2. Support employers to become more confident, inclusive and accessible employers of Disabled people
3. Identify and develop new recruitment routes between potential employers and Disabled employees
4. Influence policy and practice in employment support through providing robust evidence as to the effectiveness and impact of employment support models.

### **Recommendation**

This proposal builds on existing, effective, work and also harnesses the knowledge and direct experience from DDPOs and Disabled people themselves in order to develop best practice and to shape policy in this area. The grant recommended is slightly lower than that requested in order to support core costs at approximately 15% of the overall costs, rather than the 17.5 % requested. Three year funding for this joint bid is recommended:

***£775,000 over five years (£161,000; £150,000; £151,000; £155,000; £158,000) for a Project Manager; other key staff; and operational costs of the Inclusion London/Action on Disability joint Bridge to Work project. The grant in years 4 and 5 is subject to the project achieving satisfactory progress in the first three years.***

## Financial Information

Although the figures below do not include this request, the drop in income forecast in 2018 reflects the loss of London Councils funding and takes a cautious approach to income and expenditure, given the current funding climate. Unrestricted income is largely derived from consultancy and training services and typically represents less than 20% of total income. The charity's reserves policy is to hold 3 months' operating expenditure which, in the table below, is taken as total expenditure for the purpose of determining the level of free reserves held.

Year end as at 31st March	2016	2017	2018
	Audited £	Draft £	Forecast £
<b>Income &amp; expenditure:</b>			
Income	696,528	607,755	392,233
- % of Income confirmed	n/a	n/a	82%
Expenditure	(670,835)	(574,312)	(423,982)
Total surplus/(deficit)	<b>25,693</b>	<b>33,443</b>	<b>(31,749)</b>
Split between:			
- Restricted surplus/(deficit)	0	21,443	0
- Unrestricted surplus/(deficit)	25,693	12,000	(31,749)
	<b>25,693</b>	<b>33,443</b>	<b>(31,749)</b>
Cost of Raising Funds	0	9,273	7,381
- % of income	0.0%	1.5%	1.9%
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	116,381	129,010	97,261
No of months of total expenditure	2.1	2.7	2.8
Reserves policy target	141,000	143,578	105,996
No of months of total expenditure	2.5	3.0	3.0
Free reserves over/(under) target	(24,619)	(14,568)	(8,735)

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**MEETING: 11/05/2017**

**Ref: 13985**

**ASSESSMENT CATEGORY – Anniversary Programme – Bridge to Work**

**Muscular Dystrophy Group of Great Britain and Northern Ireland**

**Adv: Ciaran Rafferty**

**Amount requested over 5 years: £277,772**

**Base: Southwark  
Benefit: London-wide**

**Amount recommended: £276,000**

**The Charity**

Muscular Dystrophy UK (MDUK) was established in 1959 to improve the lives of people affected by muscle disease. Muscular dystrophy is an umbrella term for over sixty relatively rare and progressive muscle-wasting conditions for which there is currently no cure. The charity's work is aimed at both improving the lives of people currently affected by muscle wasting conditions and at investing in research to establish cures and treatments for the future.

**Recent Funding History**

Meeting Date	Decision
9/7/2015	£113,000 over three years to continue the Trailblazers (work experience) programme
18/4/2013	£42,500 over two years for a work experience programme

**The Proposal**

Since 2013 – and with CBT funding – the charity has provided internal work experience opportunities to people who have otherwise struggled to find the opportunities to take this crucial step on their way to full employment. It has also run employment skills workshops, inviting speakers from across various industries to share their experiences and offer advice to their peers and, more recently, worked with external organisations to create further work experience opportunities for participants. As this model has worked well, the main thrust of this proposal is to continue it but also to augment it with providing advice and support on employment rights and opportunities targeted particularly at young people in universities, clinics and colleges across London. Through the Bridge to Work programme MDUK hopes to offer better support to people as they leave higher education.

At the centre of this work will be a cohort of young disabled people themselves who will be trained by the Disability Law Service. They will be ambassadors and will co-facilitate the workshops to be run at relevant institutions across London, equipping young disabled people with the knowledge and confidence in their rights they need to move into the world of work. This approach addresses the concern that there are not enough advisors in this area who have direct experience of disability. Over the next five years MDUK will also develop its online resources by continuing with its 'careers spotlight' blog and introducing more audio and visual content. It will then be shared with universities and colleges, encouraging them to integrate it into their own online disability careers support.

## **Principal Outcomes**

1. Over 5 years, 75 young disabled Londoners will have taken part in the MDUK placement programme and will be more confident in their abilities and be in a better position to secure paid employment thanks to better CV and interview skills and office working experience.
2. Up to 50 external organisations will have taken part in the project offering placements or advice and support at our employability workshops. These organisations will be in a better position to support disabled employees in the future.
3. Each year, 4 young disabled people will be trained by the Disability Law Service, giving them the skills and knowledge so they can support their peers.
4. At least 6 workshops held every year at higher education establishments (universities or colleges) and at clinics – as well as other suitable locations – for young disabled people to learn more about their employment rights and opportunities and feel better equipped before moving into the world of work.
5. Through increasing online content, MDUK will develop a more holistic employability service giving young disabled people the opportunity to get the support they need when they need it and in whatever format they choose.

## **Recommendation**

MDUK's work on employment with and for disabled people is well known to your Committee as you have supported it for a number of years. It is of a high quality and can demonstrate success. This proposal continues that work but also aims to address a real gap in support – namely for disabled young people in further education, where the advice offered is often not what it could be. Additionally, MDUK can bring many years' experience in campaigning and influencing policy so that those systemic issues which hinder access to employment for disabled people can be highlighted and addressed. A grant is recommended:

***£276,000 over five years (£51,000; £53,000; £55,000; £57,000; £60,000) for the Project Manager (3.5dpw) and other staff and operational costs of the Bridge to Work project. The grant in years 4 and 5 is subject to the project achieving satisfactory progress in the first three years.***

## **Financial Information**

Of the income forecast for the current year 2% was confirmed as at 1<sup>st</sup> April. However, this is not unusual as the bulk of the charity's income is unrestricted and derived from fundraising over the whole year. (The charity's fundraising team has exceeded its targets in the past two years.) The charity states that its reserves policy is to hold £1.5m in free unrestricted reserves (ie excluding unrestricted designated funds). In the table below the reserves figures shown as held at the end of each year are inclusive of designated funds. These funds have been set aside (and drawn upon) for 3 major strategic projects - a clinical trial, the creation of a new translational research centre in Oxford and investment in a database for Duchenne.

Year end as at 31st March	2016	2017	2018
	Audited	Draft	Forecast
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	8,340,000	7,572,984	6,934,641
- % of Income confirmed	n/a	n/a	2%
Expenditure	(6,653,000)	(8,056,098)	(8,596,057)
Total surplus/(deficit)	<b>1,687,000</b>	<b>(483,114)</b>	<b>(1,661,416)</b>
Split between:			
- Restricted surplus/(deficit)	836,000	(256,114)	(43,866)
- Unrestricted surplus/(deficit)	851,000	(227,000)	(1,617,550)
	<b>1,687,000</b>	<b>(483,114)</b>	<b>(1,661,416)</b>
Cost of Raising Funds	2,106,000	2,039,188	2,166,827
- % of income	25.3%	26.9%	31.2%
Operating expenditure (unrestricted funds)	4,656,000	6,395,472	7,201,417
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	4,793,000	4,566,000	2,948,450
No of months of operating expenditure	12.4	8.6	4.9
Reserves policy target	1,500,000	1,500,000	1,500,000
No of months of operating expenditure	3.9	2.8	2.5
Free reserves over/(under) target	3,293,000	3,066,000	1,448,450

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**MEETING: 11/05/2017**

**Ref: 13991**

**ASSESSMENT CATEGORY – Anniversary Programme – Bridge to Work**

**National Autistic Society**

**Adv: Ciaran Rafferty  
Base: City of London  
Benefit: London-wide**

**Amount requested over 5 years: £199,430**

**Amount recommended: £199,000**

**The Charity**

Established in 1962, National Autistic Society (NAS) is the UK's largest charity for people living with autism. It has 20,000 members, 100 volunteer branches and supports over 100,000 people each year through its helplines, schools and community services. Autism is a lifelong developmental disability that affects how a person communicates with and relates to other people and the world around them.

**Recent Funding History**

Meeting Date	Decision
23/9/2015	£40,000 for a third year's support of a project helping young people transition from school to adulthood
10/1/13	£81,000 over two years for work helping young people transition from school to adulthood

**The Proposal**

NAS' Bridge to Work proposal is to support young Londoners with autism into employment through the development of an online training resource which will support jobseekers to build their employment skills and their confidence in finding work. The online training module will be free to download and will support autistic jobseekers to find work by helping them through all the processes involved. The first year will see the project work closely with clients – autistic jobseekers, autistic employees and employers - to continually refine and improve the content and effectiveness of the portal. By year 2 it is expected that, annually, up to 250 young jobseekers would complete training.

The project also recognises how important it is that professionals employed on work programmes (such as Disability Employment Advisers) understand how to support autistic jobseekers to find work so they, too, will be targeted and encouraged to use the portal so that they become more knowledgeable and better equipped to provide effective advice and guidance.

**Principal Outcomes**

1. To support autistic young Londoners to build employability skills and gain paid employment through the use of a free online training course.
2. Create an easily accessible resource which can be used across a variety of platforms e.g. in job centres, education settings, supported care, by individuals.
3. Inform and educate job centres so that they are more able to provide good quality support to autistic jobseekers throughout London and create the potential for the training to be used nationally.

## Recommendation

NAS is one of the leading charities providing support to people on the autism spectrum and has a demonstrable track record. As with other organisations in the Bridge to Work portfolio they too recognise that the quality of advice given to young disabled jobseekers (particularly by those in further education or statutory settings) has significant room for improvement. A grant as requested is recommended and reflects the additional set-up and development costs needed for year 1:

**£199,000 over five years (£75,000; £39,000; £29,000; £28,000; £28,000) to develop and establish an online training resource for autistic young jobseekers in London. The grant in years 4 and 5 are subject to the project achieving satisfactory progress in the first three years.**

## Financial Information

In 2015/16, the charity had a gain of £2.692m within its pension scheme – this has not been included in the analysis below of income & expenditure. A gain of £1.1m on the sale of a property is included, driving the higher income received in that year. Forecast income in the current year is £95m of which £18m (19%) is confirmed as at 25<sup>th</sup> April 2017. Whilst free reserves held currently stand in excess of their policy to hold £7m, this equates to less than 2 months' operating costs so are not excessive per se.

Year end as at 31st March	2016 Audited £	2017 Draft £	2018 Forecast £
<b>Income &amp; expenditure:</b>			
Income	98,657,000	96,609,000	95,312,000
- % of income confirmed	n/a	n/a	19%
Expenditure	(97,311,000)	(96,838,000)	(95,305,000)
Total surplus/(deficit)	1,346,000	(229,000)	7,000
Split between:			
- Restricted surplus/(deficit)	588,000	1,048,000	(853,000)
- Unrestricted surplus/(deficit)	758,000	(1,277,000)	860,000
	1,346,000	(229,000)	7,000
Cost of Raising Funds	2,876,000	3,030,000	2,054,000
- % of income	2.9%	3.1%	2.2%
Operating expenditure (unrestricted funds)	91,153,000	87,193,000	89,488,000
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	6,895,000	9,105,000	8,799,000
No of months of operating expenditure	0.9	1.3	1.2
Reserves policy target	7,000,000	7,000,000	7,000,000
No of months of operating expenditure	0.9	1.0	0.9
Free reserves over/(under) target	(105,000)	2,105,000	1,799,000

**MEETING: 11/05/2017**

**Ref: 13984**

**ASSESSMENT CATEGORY – Anniversary Programme – Bridge to Work**

**Royal Mencap Society**

**Adv: Ciaran Rafferty**

**Base: City of London**

**Amount requested over 5 years: £350,000**

**Benefit: London-wide**

**Amount recommended: £350,000**

**The Charity**

Mencap – officially known as Royal Mencap Society – is one of the leading bodies supporting people with a learning disability and their families and carers. It was founded in 1946 by a mother with a child with a learning disability and now operates across most of the United Kingdom with a turnover of c.£190m. Amongst its wide range of services (including social care, housing, leisure, etc) it has delivered employment support since 1975. There are many local organisations bearing the Mencap name (and many of these have been supported by the Trust over the years) but these are independent charities in their own right.

**Recent Funding History**

Meeting Date	Decision
1/5/2008	£160,000 over three years for work supporting parents with learning disabilities.

**The Proposal**

Mencap’s proposal is focused on providing into- and in-work support to people with learning difficulties, as well as a programme of support for employers. To these ends they wish to recruit an Employment Co-ordinator (to run the Employ Me programme) and an Employer Engagement Co-ordinator, delivering two complementary streams of activity. The latter element will also aim to address the general uncertainty amongst employers about how they might use the new apprenticeship levy funding in relation to employing disabled people.

The Employ Me element is a person-centred employment support service for people with a learning disability or difficulty. The charity will target those furthest from the job market and equip them with the skills and experience they need to move into or closer to paid, sustainable, work; to be able to live more independently; and to contribute to their community. The programme incorporates many aspects (eg interview skills, work placements, formal learning) which have been developed and fine-tuned over the many years that Mencap has been supporting its clients.

The Employer Engagement Co-ordinator will work with London employers to change attitudes and increase their accessibility and inclusivity, with the goal of creating more job opportunities now and in the longer term. This strand will work in tandem with the Employ Me strand so that employers can better match the needs of individuals completing that programme.

**Principal Outcomes**

1. 100 people with a learning disability will be job ready, 40 of whom will enter paid employment on completing their Employ Me programme, 35 will enter

progression pathways e.g. training or volunteering and 9 will enter supported internships.

2. 150 employers will be engaged and prepared to support people with a learning disability in employment (including in apprenticeships).
3. 500 members of staff will be ready and prepared to support colleagues with a learning disability in their workplace.

### The Recommendation

It will be useful for Bridge to Work to include a large, national, charity which has an established commitment to supporting people with learning difficulties to secure and sustain employment; and one which will focus a significant proportion of its work on engaging employers. Three years' funding is recommended:

**£350,000 over three years (5 x £70,000) for an Employment Co-ordinator, an Employer Engagement Co-ordinator (both f/t) plus running costs to deliver the Bridge to Work project in London. The grant in years 4 and 5 is subject to the project achieving satisfactory progress in the first three years.**

### Financial Information

The organisation holds free reserves significantly higher than its policy level though still less than 2 months' worth of operating expenditure. Nonetheless it is planned to use some of these reserves to open a chain of retail stores. It is the Director's policy when budget setting to assume that the budget income will be raised hence the determination that 100% of forecast income is confirmed. It is worth noting that the audited reserves policy only applies to the Mencap element of the group so excludes the balance sheet of Golden Lane Housing Ltd, with a net book value of £85m.

Year end as at 31st March	2016 Audited £	2017 Draft £	2018 Forecast £
<b>Income &amp; expenditure:</b>			
Income	191,328,000	176,438,000	181,818,304
- % of Income confirmed	n/a	n/a	100%
Expenditure	(184,308,000)	(176,006,000)	(180,316,435)
Total surplus/(deficit)	<b>7,020,000</b>	<b>432,000</b>	<b>1,501,869</b>
Split between:			
- Restricted surplus/(deficit)	477,000	927,000	832,698
- Unrestricted surplus/(deficit)	6,543,000	(495,000)	669,171
	<b>7,020,000</b>	<b>432,000</b>	<b>1,501,869</b>
Cost of Raising Funds	4,087,000	4,058,074	4,181,821
- % of income	2.1%	2.3%	2.3%
Operating expenditure (unrestricted funds)	178,293,000	171,819,000	176,430,614
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	19,645,000	23,039,000	22,025,000
No of months of operating expenditure	1.3	1.6	1.5
Reserves policy target	9,700,000	9,700,000	9,700,000
No of months of operating expenditure	0.7	0.7	0.7
Free reserves over/(under) target	9,945,000	13,339,000	12,325,000



**MEETING: 11/05/2017**

**Ref: 13983**

## **ASSESSMENT CATEGORY – Anniversary Programme – Bridge to Work**

**Whizz-Kidz**

**Adv: Ciaran Rafferty  
Base: Westminster  
Benefit: London-wide**

**Amount requested over 5 years: £386,212**

**Amount recommended: £384,000**

### **The Charity**

Whizz-Kidz, a well-known name in charity circles, is the familiar name for the Movement for Non-Mobile Children. Its aim is to support disabled young people to become confident and independent young adults and to live their life to the full. The charity is particularly known for its work in providing equipment to young people (especially wheelchairs) and the skills to use them but a large element of its work is in providing supported work experience opportunities with a range of employers.

### **Recent Funding History**

Meeting Date	Decision
27/9/2012	£60,000 over three years for life-skills training for young people.

### **The Proposal**

Whizz-Kidz has identified that disabled young people within mainstream education provision are leaving it without having had the chance to fully consider their future options or how their skills and experiences fit with opportunities in the jobs market. They are missing out on vital work placement experience as schools and colleges are ill prepared to source and provide adequate placements, with the right support on hand. Critically, these young people are not given the same first experiences of work that education provides for their non-disabled peers.

Over the past 2 years the charity has piloted a partnership approach with Tower Hamlets to develop pathways for these young people to access specialist work skills opportunities and engage in work placements with employers who understand their impairment. Alongside the brokerage and training provided to employers, the charity delivers non-intensive preparation sessions with the young people, as well as on-the-job support including Health Care Assistants where necessary.

The proposal is to replicate this partnership model further across London, with an aim to work with 18 local authorities by the end of 5 years and to have supported up to 120 disabled young people into work placements by the end of three years. The scale and scope of the project is envisaged to increase markedly in the third year and sustained for years four and five.

### **Principal Outcomes**

1. Disabled young people will be better equipped to apply for jobs and to attend interviews.
2. They will have more confidence.
3. They will have an increased awareness of the services available to support them into employment.

4. More employers will have an increased understanding of the needs of wheelchair-using employees.
5. The charity will have piloted accreditation for employability skills days in participating local authorities.

### Recommendation

This would be a very valuable component within the overall Bridge to Work programme as it targets those young disabled people who are in mainstream education but are left behind by their peers when it comes to experiencing the world of work. The full project costs have been provided (see form in Applications Annex) and the project will benefit from external funds being provided. The scale of the activity – and the impact/benefit – is forecast to increase significantly after the first two years, hence the recommendation:

**£384,000 over 5 years (£49,000; £52,000; £91,000; £96,000; £96,000) for the salary and operational costs of the Bridge to Work project. The grant in years 4 and 5 is subject to the project achieving satisfactory progress in the first three years.**

### Financial Information

The charity has been reviewing its reserves policy over recent months, alongside addressing the low level of reserves previously held. Cost of raising funds consists mainly of staff costs and costs for one-off fundraising events, matching the nature of their fundraising model.

Year end as at 31st December	2015 Audited £	2016 Draft £	2017 Forecast £
<b>Income &amp; expenditure:</b>			
Income	7,931,000	7,836,000	7,869,000
- % of Income confirmed as at 01 March 2017	n/a	n/a	61%
Expenditure	(7,535,000)	(7,813,000)	(7,687,000)
Total surplus/(deficit)	<b>396,000</b>	<b>23,000</b>	<b>182,000</b>
Split between:			
- Restricted surplus/(deficit)	224,000	(151,000)	20,000
- Unrestricted surplus/(deficit)	172,000	174,000	162,000
	<b>396,000</b>	<b>23,000</b>	<b>182,000</b>
Cost of Raising Funds	1,987,000	2,036,000	1,872,000
- % of income	25.1%	26.0%	23.8%
Operating expenditure (unrestricted funds)	3,964,000	4,061,000	3,942,000
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	535,000	733,000	944,000
No of months of operating expenditure	1.6	2.2	2.9
Reserves policy target	991,000	1,015,250	985,500
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(456,000)	(282,250)	(41,500)

**MEETING: 11/5/2017**

**Ref: 13894**

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

**ShareAction**

**Adv: Joan Millbank**

**Amount requested: £80,038**

**Base: Southwark**

**Benefit: London-wide**

**Amount recommended: £80,000**

**The Charity**

Set up in 2004 and initially called FairPensions, ShareAction (SA) is a charity which exists to promote corporate citizenship and responsible investment by major investors including pension funds, and to build a network of citizen savers to use their financial assets to achieve their financial objectives and influence change within the UK investment system to help protect the environment. It runs the Charities Responsible Investment Network, a service provided to charitable foundations and charities which wish to align the social and environmental outcomes of their investments with their grant-making priorities.

**The Application**

This application is a request for two year continuation funding. Over the last three years ShareAction's full-time Education Officer, funded through your grant, has built and supported a strong network of environmentally committed Londoners, educating them to better understand the links between their environment and their finances. The focus of the network has been to support 'Pension Power' teams (savers in the same pension scheme) to challenge their pension provider to consider the environment in their investment decision making. The current grant ends in June 2017. ShareAction wishes to continue this work, widen its reach across London and develop its savers (known as supporters) as advocates with other savers.

**The Recommendation**

Feedback from supporters is very positive with strong testimonials that describe how the education programme has taught them about how their money is invested and how these investments then shape and impact the environment. The stories also demonstrate the power of pension members to make positive change. The request provides you with a timely and strategically important opportunity to enable many more Londoners to become a force for environmental change. In Autumn 2017 approximately 1million Londoners will have a pension for the first time while increased awareness on London's air quality provides a high profile backdrop for connecting Londoners with their money and its environmental impact. ShareAction is also supporting the City of London Corporation's Green Finance Initiative through its work with banks. Past monitoring reports have been consistently 'good' and a recent learning visit by your grant officer confirmed ShareAction's positive work.

**£80,000 over two years (£39,500; 40,500) to meet the cost of a full-time Education Officer with project running costs within its Education for the Capital in Environment and Finance initiative.**

**Funding History**

Meeting Date	Decision
30/10/2013	£117,000 over three years towards the salary and costs of a three year programme of environmental education for London's residents.
03/06/2010	£37,750 towards the salary of the Director of Investor Engagement for a third year.

03/04/2008	£71,550 over two years (£35,050; £36,500) as a contribution towards the salary of the Director of Investor Engagement.
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### Background and detail of proposal

ShareAction works with supporters to translate financial jargon into plain English and has helped supporters communicate environmental arguments in financial terms that pension scheme decision makers understand and respond to.

Over the past three years ShareAction have educated some 250 Londoners about how they can use their pension power to improve London's environment. It has built 10 pension power teams which have connected supporters in the same pension schemes, engaged and empowered them with financial and environmental knowledge and understanding. This has led to significant changes in pension schemes. For example, Scottish Widows has implemented climate risk audit across their main funds and are investigating the possibility of divesting from thermal coal while Legal & General have created a new low carbon pension product.

Over the next two years ShareAction plan to deliver 10 tailored training sessions for 'new' pension savers with the aim of attracting 100 more Londoners into Pension Power teams; continue to support existing supporters and support 100 of them to learn the skills to educate other savers; run 8 learning seminars to develop understanding of the link between environment and finance amongst savers and investment managers; and facilitate 10 working relationships between pension providers and their savers.

### Financial Information

Due to a steady increase in membership and donations in the last two years the charity is in a healthy financial position. The Trustees have taken a decision to build their free reserves to mitigate their dependency on restricted funding. It has developed a fundraising strategy that actively seeks funds from new sources. Further, in 2016 it launched a match funding challenge following an offer of £10k per annum x 10 years from one donor; by December 2016 an additional £40k had been received and £52k pledged over the next two years.

Year end as at 31st January	FY 15/16 Audited/Examined Accounts £	FY 16/17 Draft Accounts £	FY 17/18 Forecast £
<b>Income &amp; expenditure:</b>			
Income	1,031,043	1,207,688	1,894,961
- % of Income confirmed	n/a	n/a	82%
Expenditure	(935,259)	(1,116,489)	(1,794,602)
Total surplus/(deficit)	95,784	91,199	100,359
Split between:			
- Restricted surplus/(deficit)	(1,892)	(1,803)	0
- Unrestricted surplus/(deficit)	97,676	93,002	100,359
	95,784	91,199	100,359
Cost of Raising Funds	35,959	30,895	30,895
- % of income	3.5%	2.6%	1.6%
Operating expenditure (unrestricted funds)	304,654	334,456	497,300
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	297,473	392,056	492,415
No of months of operating expenditure	11.7	14.1	11.9
Reserves policy target	76,164	83,614	124,325
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	221,310	308,442	368,090

**MEETING: 11/05/2017**

**Ref: 13765**

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

**Evolve Housing + Support**

**Adv: Tim Wilson**

**Base: Croydon**

**Amount requested: £55,153**

**Benefit: Croydon, Lambeth and  
Kensington & Chelsea**

**Amount recommended: £55,000**

**The Charity**

Evolve Housing + Support, formerly known as South London YMCA, provides accommodation and support to vulnerable customers through its 500 bed spaces and project activities in Croydon, Lambeth and Earls Court. The organisation recently merged with another supported housing provider, Grenfell, giving it greater reach and a stronger balance sheet. The accommodation units managed by the charity support different customer groups including but not limited to young people leaving care, people released from the custodial system, those leaving secure psychiatric wards and individuals with long histories of sleeping rough. Customers stay for varying terms depending on their need and the outcomes the charity believes it can deliver.

**The Application**

In 2015 City Bridge Trust awarded a two year grant to help South London YMCA establish a mental health counselling support service. At time of application the charity noted that many of its clients arrived with previously undiagnosed and untreated mental health support needs. Trust funding covered the costs of a Health and Wellbeing Manager to develop a suite of services across the residential portfolio. Following the first two years of delivery, Evolve seeks support for a further 12 months.

**The Recommendation**

Evolve has established a valuable service for which there remains ongoing need. At time of original application the charity noted that over 80% of its clients experienced mental ill-health. Monitoring reports to date on the service validate the level of need, and the work done to engage the wider Evolve team with customer-referrals. The charity sees over 40 customers each month and offers a range of therapeutic approaches including cognitive behavioural therapy and person centred. Clinical supervision is in place. This is a well-structured service which has been well run since the award was first made. Funding is advised as follows:

***£55,000 for a third and final year for a full-time Wellbeing Manager plus running costs to deliver mental health support services for homeless people living at Evolve Housing + Support units.***

**Funding History**

Meeting Date	Decision
28/01/2015	£98,700 over two years for a full-time Well-being Manager plus running costs to establish a mental health support service for homeless people living at the South London YMCA.

## Background and detail of proposal

Evolve's mental health support services start with customer referrals across the accommodation units as well as from partner charities such as Crisis and Hestia House. The Wellbeing Manager will conduct the initial assessment and discuss expected outcomes before matching the customer to a counsellor. A support agreement is in place during a support programme where, typically, 12 sessions are available. Evolve report that engagement with the mental health service has contributed to improved outcomes in work and learning activities as well as helping reduce levels of anger, depression and isolation. The charity will use the continuation funding to strengthen service administration, reduce costs, and develop a public-facing counselling offer that will generate income.

## Financial Information

Evolve has confirmed all its forecast income for the current year. The charity holds a large property portfolio (the net book value of its freehold and long leasehold properties is over £30m) but has a very low level of realisable assets with much of the balance sheet held as fixed assets with no funds designated against these. Trustees aim to hold funds equivalent to 3 – 6 months' worth of operating expenditure in reserve and the charity currently falls short of this level. The free reserve position for 2016-17 has improved following its merger with Grenfell Housing and Training.

Year end as at 31 March	FY Audited Accounts 2015-16 £	FY Draft Accounts 2016-17 £	FY Forecast 2017-18 £
<b>Income &amp; expenditure:</b>			
Income	10,372,632	10,211,123	12,526,965
- % of Income confirmed	n/a	n/a	100%
Expenditure	9,736,230	9,698,746	12,087,350
Total surplus/(deficit)	<b>636,402</b>	<b>512,377</b>	<b>439,615</b>
Cost of Raising Funds	56,448	179,210	249,225
- % of income	0.5%	1.8%	2.0%
Operating expenditure (unrestricted funds)	9,555,753	9,354,173	11,615,980
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	394,099	2,149,432	2,702,951
No of months of operating expenditure	0.5	2.8	2.8
Reserves policy target	2,388,938	2,338,543	2,903,995
No of months of operating expenditure	3	3	3
Free reserves over/(under) target	(1,994,839)	(189,111)	(201,044)

**MEETING: 11/05/2017**

**Ref: 13886**

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

**Terrence Higgins Trust**

**Adv: Rebecca Green**

**Base: Camden**

**Amount requested: £106,405**

**Benefit: London-wide**

**Amount recommended: £106,400**

**The Charity**

Terrence Higgins Trust (THT) was established in 1982 and is a leading HIV and sexual health charity, providing a wide range of services to more than 100,000 people a year. THT's mission is to end the transmission of HIV in the UK; to empower and support people living with HIV to lead healthy lives; to amplify the voices of those affected by HIV in order to eradicate stigma and discrimination; and to enable people to enjoy good sexual health. THT carries out its work through centres across Great Britain and its main services incorporate HIV testing; mentoring and group support; counselling, advice and information; and health promotion, particularly in those communities which are disproportionately affected by HIV.

**The Application**

In 2012 you awarded a grant of £144,000 for a young people's counselling service to improve the mental health of 'at risk' and vulnerable young people. As Terrence Higgins Trust is in a unique position to carry out this important pan-London work, the organisation now seeks a further two years' support to continue the project.

**The Recommendation**

This proposal has built on learning from the existing service and developed the service based on what works best and what THT are best placed to deliver. The work will include a face to face counselling service for young people (14 years and above); and also develop relationships with local schools, colleges and community groups in order to deliver information sessions to young people and to establish referral routes and encourage self-referrals.

**£106,400 over 2 final years (£52,350; £54,050) for a f/t Specialist Young People's Counsellor and the associated operating costs of a young people's therapy service project in London.**

**Funding History**

Meeting Date	Decision
31/10/2012	£144,000 over three years for the salaries and operating costs of a Young People's Counselling Service for London.

**Background and detail of proposal**

THT is the UK's largest sexual health charity. An estimated 101,200 people are living with HIV in the UK, and of these, 13% are undiagnosed and do not know about their HIV infection. Two-fifths of people diagnosed with HIV in 2015 were diagnosed late, after they should have already started treatment, and THT works to encourage testing (as early treatment significantly reduces onward infection) and to promote good sexual health.

THT's work with young people focuses on traditionally hard to reach groups including LGBT+ youth, BME communities, young parents, sexually exploited young people, asylum seekers and young people living with HIV. Research from NHS England Mental Health Taskforce Feb 2016 has shown that people in marginalised groups are at greater risk of being affected by depression, and School Report 2012 published by Stonewall reported 55% of LGBT young people experience homophobic bullying in Britain's schools. Research also shows that there is a clear link between poor sexual health and poor mental health, which has also been highlighted in THT's own work with young people.

The counselling programme for young people, previously included in the wider TalkSafe programme, will now be incorporated within the larger counselling service. This change to the structure has allowed for an opportunity to reflect on the learning from the work, leading to a pause in delivery since the end of your previous grant in July 2016 and the planned continuation of the project.

### Financial Information

THT's reserves policy does not include adjusting free reserves for the net book value of fixed assets, and its current level of unrestricted reserves is running at above policy level. THT is currently running at a deficit as a decision to use some of its unrestricted reserves to invest in the organisation, during a recent period of local authority funding cuts. Your officer is satisfied that future plans are sustainable.

Year end as at 31 March	2016 Audited Accounts £	2017 Forecast £	2018 Budget £
<b>Income &amp; expenditure:</b>			
Income	17,749,000	15,761,464	15,092,798
- % of Income confirmed as at 28/02/2017	n/a	n/a	50%
Expenditure	(18,034,000)	(16,254,555)	(15,298,794)
Total surplus/(deficit)	<b>(285,000)</b>	<b>(493,091)</b>	<b>(205,996)</b>
Split between:			
- Restricted surplus/(deficit)	(76,000)	(190,721)	(65,476)
- Unrestricted surplus/(deficit)	(209,000)	(302,370)	(140,520)
	<b>(285,000)</b>	<b>(493,091)</b>	<b>(205,996)</b>
Cost of Raising Funds	1,907,000	1,912,292	1,990,000
- % of income	10.7%	12.1%	13.2%
Operating expenditure (unrestricted funds)	15,554,000	14,058,816	13,134,710
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	11,220,000	10,917,630	10,777,110
No of months of operating expenditure	8.7	9.3	9.8
Reserves policy target	10,524,400	9,977,367	9,690,638
No of months of operating expenditure	8.1	8.5	8.9
Free reserves over/(under) target	695,600	940,264	1,086,472



**MEETING: 11/05/2017**

**Ref: 13861**

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

**Heart n Soul**

**Adv: Rebecca Green**

**Amount requested: £90,000**

**Base: Lewisham**

**Benefit: Lewisham**

**Amount recommended: £90,000**

### **The Charity**

Heart n Soul (H&S) is a creative arts organisation and charity based in the Deptford Albany, working with artists and audiences with learning disabilities. H&S offers opportunities for learning disabled people to take part in creative activities, gain skills and develop artistic talents through interconnected programmes. These include regular creative sessions for adults and young people, multimedia club nights and training possibilities. H&S focus on working towards professional productions, and ensures that people with learning disabilities are involved in all areas of work including production, office and leadership roles. People with learning disabilities co-lead H&S as trustees, artists, co-producers, staff and volunteers.

### **The Application**

H&S requests funding for staff and project costs to run the Expandable project. Expandable seeks to work in partnership with a greater range of organisations, including libraries, galleries, and social spaces and hubs in Lewisham. It will bring H&S's work into the local area, so that H&S artists can be a present, visible and an active part of the community, enabling people with learning disabilities to increase their sense of ownership of local public spaces and venues as performers, artists and audience members. In addition, wider inclusive audiences will have the chance to enjoy the talents and achievements of artists with learning disabilities, promoting social cohesion and inspiring others.

### **The Recommendation**

H&S is a well-respected organisation with an excellent reputation, and its work has been recognised in many sector awards. H&S is entering its 30<sup>th</sup> birthday year, which will celebrate by sharing stories and cultural activities in the local community. These celebrations will act as a launchpad for Expandable, increasing possibilities for people with learning disabilities to engage in art in the local community.

**£90,000 over 3 years (3 x £30,000) towards the Expandable project, including the Project Assistant (2.5 dpw) and associated project costs.**

### **Funding History**

<b>Meeting Date</b>	<b>Decision</b>
24/05/2016	This application has been submitted within 3 years of the applicant's former CBT grant and therefore is not eligible at this time. The application has withdrawn its application and intends to resubmit once 3 years have elapsed.
20/10/2011	£90,000 over three years (3 x £30,000) towards the salary of the Co-ordinator and running costs of the Training and Taking Part programme.
01/02/2007	£90,000 (£30,000; £30,000; £30,000) to develop accessible arts events for learning disabled young people and adults in London.

## Background and detail of proposal

Heart n Soul is based at The Albany in Deptford. Around 60% of the beneficiaries come from Lewisham and adjacent boroughs and about 50% are from BAME backgrounds, reflecting the diversity of the local population. Deptford is experiencing rapid gentrification and changing quickly. Prohibitive property costs, and the redesign of local areas have made some beneficiaries feel that the 'grittier' parts of the area are being bypassed, increasing a sense of exclusion. In response, the Expandable activity will provide people with learning disabilities with ways to take part in the arts and to raise visibility in local arts spaces. H&S is also engaged with networks focused on rethinking new ways of working with culture and communities in cities.

People with learning disabilities have far fewer life chances and can frequently be lonely and isolated within the community. Their health indices are poorer and their chances of being in work are extremely limited. Over 95% of Heart n Soul's beneficiaries have a learning disability and a significant number experience multiple learning and physical disabilities. Many have little in the way of confidence and ambition: the self-esteem of people with learning disabilities was described as 'chronically low' in Lemos&Crane's 2014 report *Loneliness and Cruelty*. Recent media reports signal how people with learning disabilities can be seen as a second class citizens. H&S's 30 year history has widened opportunities for learning disabled people to take part in the arts, be more connected, have more confidence and work towards more independent lives.

## Financial Information

In its internal management reports, H&S shows project expenditure as being restricted even though it will be paid out of unrestricted income. This is presented correctly in the year-end accounts, however it has the impact in the financial table of making unrestricted expenditure appear very low, and hence reserves cover look higher than it should be. However, although recent years have been tough, I feel confident that future plans are sustainable.

Year end as at 31 March	2016	2017	2018
	Audited/Examined Accounts £	Forecast £	Budget £
<b>Income &amp; expenditure:</b>			
Income	789,661	762,409	898,655
- % of Income confirmed as at 28/02/2017	n/a	%	65%
Expenditure	(846,799)	(808,960)	(889,589)
Total surplus/(deficit)	<b>(57,138)</b>	<b>(46,551)</b>	<b>9,066</b>
Split between:			
- Restricted surplus/(deficit)	(29,748)	(246,958)	(277,325)
- Unrestricted surplus/(deficit)	(27,390)	200,407	286,391
	<b>(57,138)</b>	<b>(46,551)</b>	<b>9,066</b>
Cost of Raising Funds	42,262	54,900	42,850
- % of income	5.4%	7.2%	4.8%
Operating expenditure (unrestricted funds)	527,574	191,141	194,532
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	91,805	53,511	62,577
No of months of operating expenditure	2.1	3.4	3.9
Reserves policy target	70,000	70,000	70,000
No of months of operating expenditure	1.6	4.4	4.3
Free reserves over/(under) target	21,805	(16,489)	(7,423)

MEETING: 11/05/2017

Ref: 13919

## ASSESSMENT CATEGORY – Making London More Inclusive

### Royal Hospital for Neuro-disability

Amount requested: £119,961

Adv: Tania Bronstein

Base: Wandsworth

Benefit: London-wide

Amount recommended: £119,000

### The Charity

The Royal Hospital for Neuro-disability (RHN) is the UK's oldest independent hospital and medical charity in the UK. It provides rehabilitation, treatment, and long-term nursing care for adults with severe disabilities resulting from brain injuries or degenerative neurological conditions. The hospital has special expertise in the management of complex and chronic conditions, including patients with highly dependent care needs and/or in a minimally aware state, people with challenging behaviour and people needing mechanical ventilation. RHN is renown as a pioneer of cutting edge assistive technology solutions and for providing extra services to enhance patients' quality of life over and beyond the traditional rehabilitation model.

### The request

Long-term patients occupy 123 out of 227 beds at the RHN. Most of them are severely disabled, cannot take part in recreation activities in the community, and RHN offers a wide range of arts, music, leisure and adapted sports activities so that they lead as normal and fulfilled lives as it is possible. RHN seeks a three-year grant to meet 50% of the costs of its sports programme, consisting of: twice-weekly sessions of Boccia (a Paralympic sport similar to Boules); a weekly mixed sports session; and 28 individual "Aquability" sessions per week. The grant would benefit 120 people every year.

### The recommendation

The sports and recreation programme offers a valuable break from hospital routines and is welcomed by patients' families and by patients able to communicate their preferences. The grant sought is for non-clinical activities, and eligible under your programme. The advised yearly split below follows a request from RHN, which has not secured the balance needed for the project in year one, and needs to focus this year's fundraising efforts on securing £3m required for a planned capital development.

***£119,000 over three years (£45,000; £39,000; £35,000) towards the costs of providing regular sports activities to people living with severe neurological disabilities.***

### Funding History

Meeting Date	Decision
04/05/2006	£20,000 for an accessible vehicle for patients' outings

### Background and detail of proposal

This application seeks funds for activities in a hospital setting, which you do not ordinarily support. However, RHN is an independent charity, not part of the NHS, even though it provides 95% of its income (RHN mostly cares for NHS patients). The sports and recreation activities are neither part of patients' clinical plans, nor offered

as a form of therapy, and are therefore within the scope of your funding criteria. NHS sources only cover costs of providing for clinical and care needs, and funding for these extra recreational and wellbeing activities need to be raised from independent sources. The adapted sports activities are very popular, in particular Boccia (the RHN has teams playing in a Boccia league). Aquability is much sought after, as users of assistive equipment draw enormous pleasure from being in the water free from hard metallic surfaces around them. The Aquability sessions represent a large proportion of the request, and are expensive to run, requiring at least 5 members of staff to safely help a patient to move between his/her wheelchair and the swimming pool.

### **Financial Information**

From a deficit in 2014/15, RHN achieved a surplus in 2015/16 further to negotiating increased fee rates with clinical commissioning groups for its Nursing Home Service along with a new three-year contract at higher levels with NHS England for its Brain Injury Service. These contributed to a 19% increase in patients' income, a growth rate that RHN intends to sustain as part of its long-term financial sustainability plan. The RHN has sufficient reserves to guarantee operations for the foreseeable future. The reserves policy target is expressed as a range of between £6m and £15m (equivalent to between 2 and 5 months' worth of expenditure). The free unrestricted reserves holding is forecast at just £380K below the upper end of the range by 30.09.17. The charity was unable to provide financial forecasts beyond their current financial year, which ends on 30 September 2017.

The low percentage of the cost of raising funds against total income below is a reflection of the criteria used in the calculation. This works out the percentage in respect of total income. However this disclosure must exclude costs of generating income in furtherance of charitable objects. Voluntary income represents 5% of annual income, and therefore the percentages are 18.7% in 2015/16 and 16% in 2016/17.

Year end as at 30 September	2015-16 Audited Accounts £	2016-17 Forecast £
<b>Income &amp; expenditure:</b>		
Income	38,028,000	39,058,000
- % of Income confirmed at 30.03.2017	n/a	31%
Expenditure	(35,399,000)	(36,690,000)
	<b>2,629,000</b>	<b>2,368,000</b>
<b>Split between:</b>		
- Restricted surplus/(deficit)	89,000	1,188,000
- Unrestricted surplus/(deficit)	2,540,000	1,180,000
(Note 1)	<b>2,629,000</b>	<b>2,368,000</b>
Cost of Raising Funds	940,000	850,000
- % of income	2.5%	2.2%
Operating expenditure (unrestricted funds)	34,942,000	36,578,000
<b>Free unrestricted reserves:</b>		
Free unrestricted reserves held at year end	13,440,000	14,620,000
No of months of operating expenditure	4.6	4.8
Reserves policy target	6,000,000	6,000,000
No of months of operating expenditure	2.1	2.0
Free reserves over/(under) target	7,440,000	8,620,000

(1) Net position before £2,629,000 gain on investments and £2,056,000 actuarial gain on defined benefit pension

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MEETING: 11/05/2017

Ref: 13660

## ASSESSMENT CATEGORY - Making London More Inclusive

### Scope

Amount requested: £255,938

Amount recommended: £250,000

Adv: Ciaran Rafferty

Base: Islington

Benefit: Hackney, Camden, Islington

### The Charity

Scope provides a range of services to support disabled people in England and Wales. Its vision is of a world where disabled people have the same opportunities as everyone else. Its services focus on the four areas which it deems as most important: early years; education; independent living; and work. Less than 40% of its income is from statutory sources whilst the remainder is from investments; trading and fundraising.

### The Application

This application is for funding to help disabled people into and in employment. The charity was invited to be part of your *Bridge to Work* programme and is fully supportive of that scheme. However, it has decided that it wishes to be able to work more widely than the 16 - 30 age range which is the focus of *Bridge to Work* so is applying here under your standard programme. If successful, Scope will still be an active member of the *Bridge to Work* network and will help meet the principal aims of that initiative.

The proposal here concerns the charity's "Starting Line" pre-employment programme and for its "Kickstart" in-work support programme, in east London – schemes which underpin Scope's long-established employment service and which targets "harder to reach" young people and which help them to search for, apply and maintain employment. It intends to support 50-60 people per year and the chief outcomes for participants will include: improved self-confidence and more able to articulate employment goals; improved basic job skills; they will enter paid employment, training or further education; they will be more able to retain employment, training, or education placements.

### The Recommendation

The overall cost of this initiative over three years is c.£450,000 of which you are asked to contribute £250,000, on a sliding scale over the period (a revised breakdown is appended to the original application form). Although this amount is above what you would usually award under your main programme strands it is recommended that you support this request as the project and the organisation will also play an important part in your *Bridge to Work* programme – not least in helping to change wider policy and practice on this issue. (Scope as a significant, national, charity has great potential to influence policy makers.):

**£250,000 over three years (£100,000; £80,000; £70,000) for the salary costs and related operational costs of the Starting Line and Kickstart programmes in east London, subject to Scope's ongoing engagement in the Trust's Bridge to Work initiative.**

## Funding History

Meeting Date	Decision
01/05/2008	£102,000 over three years (£33,000; £34,000; £35,000) for the salary costs of a full-time London Regional Worker within the Scope Response information, support and advice service.

## Background and detail of proposal

Scope's employment services offer a highly personalised and tailored package of support to disabled people from the age of 16, helping them to gain and to sustain paid work. Its approach is to focus on individual strengths and on removing barriers to employment, rather than on restrictions created by impairment. The two core programmes at the heart of this proposal are Starting Line (pre-employment support for those furthest from the labour market) and Kickstart (helping people search for, apply for and maintain employment). Both of these programmes will include a degree of brokerage, in-work support, and retention support.

## Financial Information

Income in the 2016 & 2017 year-ends included gains on property sales, of £5m & £12m respectively, being non-recurring income. Less than 4% of the charity's total income each year is restricted. Approximately two-thirds of the total cost of generating funds includes the cost of running shops which provide important opportunities for disabled people to work and to volunteer as well as significant unrestricted income from sales. The charity increased its reserves target for 2107/18 to £12m following a benchmarking exercise against other similar charities and to safeguard against the current level of risk.

Year end as at 31st March	2016 Audited £	2017 Draft £	2018 Forecast £
<b>Income &amp; expenditure:</b>			
Income	99,523,000	95,011,000	76,270,863
- % of Income confirmed	n/a	n/a	50%
Expenditure	(95,662,000)	(87,301,000)	(80,412,349)
<b>Total surplus/(deficit)</b>	<b>3,861,000</b>	<b>7,710,000</b>	<b>(4,141,486)</b>
Split between:			
- Restricted surplus/(deficit)	(780,000)	389,000	(487,070)
- Unrestricted surplus/(deficit)	4,641,000	7,321,000	(3,654,417)
	<b>3,861,000</b>	<b>7,710,000</b>	<b>(4,141,487)</b>
<b>Cost of Raising Funds</b>	<b>30,495,000</b>	<b>23,950,000</b>	<b>26,111,363</b>
- % of income	30.6%	25.2%	34.2%
Operating expenditure (unrestricted funds)	90,308,000	83,758,000	77,620,025
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	6,479,000	13,800,000	12,000,000
No of months of operating expenditure	0.9	2.0	1.9
<b>Reserves policy target</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>12,000,000</b>
No of months of operating expenditure	0.9	1.0	1.9
Free reserves over/(under) target	(521,000)	6,800,000	0



**MEETING – 11/05/2017**

**Ref: 13895**

## ASSESSMENT CATEGORY - Making London More Inclusive

**Toucan Employment**

**Adv: Jack Joslin**

**Base: Southwark**

**Amount requested: £114,706**

**Benefit: South East London  
Boroughs**

**Amount recommended: £114,750**

### **The Charity**

Toucan Employment (TE) has been running for the past 28 years providing supported employment for people with learning difficulties and disabilities. The aim of the Charity is to reduce the social exclusion of clients from the London Boroughs of Southwark, Lambeth, Lewisham and Brent by aiding them to find and retain employment. TE works with individuals and employers to promote the inclusion of disability in the workplace through support in the workplace tailored to meet the needs of the job seeker and the employer.

### **The Application**

The 'Workstart Project' will improve life opportunities for NEET young people in Southwark, Lambeth and Lewisham with learning disabilities. The project will target 16 to 25 year olds in transition who are looking to enter paid employment but who require advice, guidance and support to achieve this. Funding is sought for a Workstart Project Worker to deliver a programme of support over a three year period. Working in collaboration with a number of partner agencies and employers the worker will develop Job Clubs for 24 young people each year, providing intensive training and follow up support. The project will improve confidence and develop skills in independence preparing the participants for the Job market while providing them with the skills to live independently.

### **The Recommendation**

TE is a long established Charity providing supported employment opportunities for people with learning disabilities in London. Funding is sought to support the salary of a full time Workstart Project worker to work with a cohort of young people each year to support them into employment and to develop their independence skills. This project fits well with your Making London More Inclusive programme as it will support young disabled people in the transition to adulthood and independent living. Funding is recommended as follows:

**£114,750 over three years (£38,500; £37,750; £38,500) for the Salary of a Full Time (35hpw) Workstart Project Worker and associated running costs.**

### **Funding History**

<b>Meeting Date</b>	<b>Decision</b>
22/09/2016	Stepping Stones: Rejected. Toucan has lost its local authority funder and now wishes to maintain existing supported employment services by charging service users via personal budget payments. The proposal contained no link to social investment.
09/07/2015	Having submitted a final monitoring report for previous grant in July 2013, the charity is not yet eligible for further funding. The organisation has therefore withdrawn its and is likely to reapply in 2016.

18/02/2010	£75,000 over three years (£25,000; £24,700; £25,300) to meet the salary and on-costs of a full-time direct project worker supporting young people with learning disabilities.
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### Background and detail of proposal

A Parliamentary Briefing in June 2016 highlighted that approximately 11.7% of 16-24 year olds were NEET, and of these young people, those who have learning difficulties/ disabilities were twice as likely to be NEET. This project aims to improve this situation for a cohort of young people in Southwark, Lambeth and Lewisham by providing one to one support in to the Job Market. Young people will be referred to the project from partner agencies and will be enrolled in a 6 week Job Club programme. Participants will learn employability and independence skills to prepare them to enter the Job Market. The worker will then work with each young person to support them into employment and continue working with them and their employer for as long as is necessary. The project will target a different cohort of young people each year but will maintain links and provide ongoing support to young people engaged throughout the course of the project. This intensive support is proven to be the most effective way of ensuring young disabled people remain in employment.

### Financial Information

The Charity received a cut in their funding of £100,000 from Southwark Council in 2016/17. This has pushed the Charity to look at ways of diversifying their funding, targeting more grants and widening the scope. They have £95,036 designated in their reserves for the year 2017/18 to support the costs of re-organisation and development, also including the Social Enterprise Development Fund listed separately in previous years. Cost of generating funds was not disclosed in the Independently Examined accounts but has been disclosed in their budget for the following years.

Year end as at 31st March		FY 15/16 Examined Accounts £	FY 16/17 Draft Accounts £	FY 17/18 Forecast £
<b>Income &amp; expenditure:</b>				
Income		263,253	164,922	188,754
- % of Income confirmed	a	n/a	n/a	30%
Expenditure		(234,126)	(162,409)	(179,471)
Total surplus/(deficit)	b	29,127	2,513	9,283
Split between:				
- Restricted surplus/(deficit)		120,154	(22,166)	0
- Unrestricted surplus/(deficit)	c	(91,027)	24,679	9,283
		29,127	2,513	9,283
Cost of Raising Funds	d		7,000	7,000
- % of income	e	0.0%	4.2%	3.7%
Operating expenditure (unrestricted funds)	f	188,691	44,352	65,767
<b>Free unrestricted reserves:</b>				
Free unrestricted reserves held at year end	g	115,068	139,747	97,372
No of months of operating expenditure	h	7.3	37.8	17.8
Reserves policy target	i	100,000	100,000	100,000
No of months of operating expenditure	j	6.4	27.1	18.2
Free reserves over/(under) target	k	15,068	39,747	(2,628)

**MEETING: 11/05/2017**

**Ref: 13757**

**ASSESSMENT CATEGORY - Making London More Inclusive**

**Volunteering Matters**

**Adv: Tim Wilson**

**Base: Hackney**

**Amount requested: £150,508**

**Benefit: Hackney**

**Amount recommended: £135,000**

**The Charity**

Volunteering Matters (VM) was known as CSV until recently. The organisation facilitates opportunities for volunteering and social action across the UK in order to reduce inequalities, tackle isolation, and improve wellbeing. VM estimates that more than 35,000 volunteers participated in its programmes in 2015-16, many of whom benefited from improved confidence, skills and resilience.

**The Application**

VM seeks funding for an inclusion project supporting levels of voluntarism by young disabled people, and to support volunteer hosts to facilitate suitable placements. Working with those who have physical and learning disabilities the charity aims to provide 125 young people with volunteering and social action placements, support 225 young people to benefit from skill development workshops, offer 15 work experience placements and engage 100 organisations to provide accessible volunteering opportunities. The charity has experience of working in this field following its previous City Bridge Trust-funded project and some activity delivered outside Trust funding in Norfolk.

**The Recommendation**

The charity can start this project with strong relationships with young and disabled people's organisations in Hackney. Additionally, knowledge gathered through the 2010-funded City Bridge project has shaped this project. The work proposed in this request will involve peer volunteer mentors (an element missing in the previous grant) and VM believe this will increase the likelihood of successful project outcomes. The detailed work plan has been reviewed in light of the Trust's recent *Bridge to Work* initiative and is considered favourably. The charity initially requested a proportionately high contribution towards core costs and the recommendation reflects a sum consistent with the Trust's funding practice. Funding is advised as follows:

***£135,000 over three years (3 x £45,000) for the salary, project delivery and support costs of an Inclusion Worker engaging young disabled people in volunteering.***

**Funding History**

Meeting Date	Decision
18/03/2010	£150,000 over three years towards the salary and related running costs of a volunteering project for young people with moderate learning disabilities making the transition to adulthood.

**Background and detail of proposal**

VM has developed this proposal based on its learning from the *Respect Us* project, which was funded by City Bridge Trust, as well as parallel initiatives in Wales and

Norfolk. The application presented to your Committee today is intended to bring the strongest elements of these projects together: working with people who are making a transition to adulthood; focusing on participant assets and capabilities; and involving volunteer mentors in service delivery. The charity also wants to develop the number of suitable volunteer host organisations which is likely to leave a legacy beyond the current application. VM is a member of Hackney's local business forum and expects to arrange host placements through this channel as well as through its existing network of corporate partners. Safeguarding for both young people and volunteer mentors has been built into the project design. The charity hopes to sustain the service after the end of any Trust grant through personal budgets.

### Financial Information

VM incurred a significant deficit on unrestricted funds in 2015-16 as restructured, made an adjustment to its pension scheme and incurred costs preparing properties in Cardiff and Islington for sale. This left free reserves at a very low level and they are expected to remain below target until the Islington property is sold, for which the charity has set a target date of March 2018. Prudently, the charity has not included profit from this sale in the forecast provided for 2017-18 in case there is slippage.

Forecast income in the current year is £8,200,000 of which £6,700,000 (82%) has been confirmed as at April 2017. The charity has a pension liability of £2.7m which the trustees intend to repay over a 20 year term.

Year end as at 31 March	FY 2015-16 Audited Accounts £	FY 2016-17 Draft Accounts £	FY 2017-18 Forecast £
<b>Income &amp; expenditure:</b>			
Income	7,079,000	7,290,000	8,200,000
- % of Income confirmed	n/a	100%	82%
Expenditure	8,996,000	7,150,000	8,150,000
Total surplus/(deficit)	<b>(1,917,000)</b>	<b>140,000</b>	<b>50,000</b>
Split between:			
- Restricted surplus/(deficit)	(161,000)	70,000	100,000
- Unrestricted surplus/(deficit)	(1,756,000)	70,000	(50,000)
	<b>(1,917,000)</b>	<b>140,000</b>	<b>50,000</b>
Cost of Raising Funds	279,000	250,000	260,000
- % of income	3.9%	3.4%	3.2%
Operating expenditure (unrestricted funds)	5,011,000	3,650,000	4,000,000
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	184,000	254,000	204,000
No of months of operating expenditure	0.4	0.8	0.6
Reserves policy target	2,505,500	1,825,000	2,000,000
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(2,321,500)	(1,571,000)	(1,796,000)

**MEETING: 11/05/2017**

**Ref: 13764**

## ASSESSMENT CATEGORY - Making London Safer

**Her Centre Limited**

**Adv: Shegufta Rahman**

**Base: Greenwich**

**Amount requested: £173,817**

**Benefit: Greenwich**

**Amount recommended: £173,800**

### **The Charity**

Her Centre (HC) was registered in 1998 as a charity working to support women who live, work or study in Greenwich with free and confidential advocacy, counselling, outreach, advice and training. These services are delivered in areas of: domestic abuse and violence, rape and sexual abuse, young women's relationship abuse, legal issues, health, language skills, immigration and emergency housing (related to domestic violence).

### **The Application**

HC is requesting funding for a Follow Up Support Worker who will build on the charity's crisis services by offering the survivors of domestic and sexual violence support in overcoming challenges such as mental health, long term illness or disability, identify as LGBT or have limited English and limited local knowledge. The project will also provide 12 paid work placements and access to NVQ Training up to Level 3 via Greenwich Local Labour and Business (GLLAB). The project will also deliver more related training courses such as parenting, confidence building, basic DIY, and preparing for work.

### **The Recommendation**

HC have a demonstrable track record as the only women-led advocacy service in Greenwich providing a one-stop-shop for information related to domestic and sexual violence. You are asked to fund the total cost of this project, which includes one FTE post and other associated project costs.

***£173,800 over three years (£57,500, £57,800, £58,500) for the Follow Up Support project, including one FTE Follow Up Support Worker.***

### **Funding History**

Meeting Date	Decision
28/04/2011	£98,200 over three years (£32,100; £32,700; £33,400) for the salary and running costs of a project bringing women together from different communities, building their confidence and encouraging them to become active citizens.

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

Police data from 2014/15 shows the number of local domestic and sexual violence cases has been increasing. The needs and characteristics of Greenwich has driven HC's continuous development of work with BAME communities, in line with this growing population in the borough (47.7%) and over 90 languages spoken. As the provider of the Independent Domestic Violence Advocacy (IDVA) service in Greenwich for over five years, HC has engaged nearly 4,000 women and girls, providing legal advice, safety planning, counselling support and signposting. The specialist services meet the needs of all women and girls including those who

identify as BAME, LBT and having a disability. HC has identified that for many women, crisis work alone, even with follow up counselling, is not enough. Support is required to help women move away from abuse for good and feel confident to maintain their independence. This project will help women get back into work through NVQ training, support into further education and through six month paid work placements, as well as training and interview support. The project will also help with long term housing, basic benefits, and supporting links to immigration specialists where needed. HC will work in partnership with GLLAB to place women on 12 six month paid placements each year, which in the pilot has proven a 74% chance of leading to more long term employment. GLLAB will contribute 50% of the costs for each placement.

Impact data from the charity's existing services show 85% of women feel safe from hard, in average there is a 34% increase each year of women reporting feeling less isolated as a result of HC interventions, and 97% report their confidence and self-esteem has improved. This project will add to the existing holistic model which offers both crisis and ongoing counselling support to best empower women who have experienced abuse. It will further help women to move forward and improve their family's circumstances and life options.

### Financial Information

HC have maintained a consistent level of income and expenditure over the years. The significant increase in unrestricted expenditure in 2016/17 is due to the organisation's partnership with Little Fish for work it delivers in Bexley. Little Fish is the lead agency for this work and HC are paid by them as a sub-contractor and this income is treated as unrestricted. Cost of raising funds is very low as this is based on the cost of bid writers for the larger funding applications. The reserves position is below target, however the organisation has demonstrated its ability to secure additional funding, make savings and its tight fiscal management over the years. Two members of staff are on time limited contracts until the charity can confirm the deficit in 2017/18 will be addressed, to avoid further erosion of reserves.

Year end as at 31 March	FY 2015-16 Examined Accounts £	FY 2016-17 Examined Accounts £	FY 2017-18 Forecast £
<b>Income &amp; expenditure:</b>			
Income	563,560	504,843	515,513
- % of Income confirmed	n/a	n/a	98%
Expenditure	490,636	498,116	526,077
Total surplus/(deficit)	<b>72,924</b>	<b>6,727</b>	<b>(10,564)</b>
<b>Cost of Raising Funds</b>			
Cost of Raising Funds	4,560	3,120	3,000
- % of income	0.8%	0.6%	0.6%
Operating expenditure (unrestricted funds)	6,373	59,545	59,525
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	64,408	63,282	52,718
No of months of operating expenditure	121.3	12.8	10.6
Reserves policy target	140,890	126,211	128,878
No of months of operating expenditure	265.3	25.4	26.0
Free reserves over/(under) target	<b>(76,482)</b>	<b>(62,929)</b>	<b>(76,160)</b>

MEETING: 11/05/2017

Ref: 13535

## ASSESSMENT CATEGORY - Making London Safer

### Parent Abuse and Reconciliation Service

Adv: Shegufta Rahman

Base: Enfield

Benefit: Enfield

Amount requested: £98,909

{Revised request: £108,209}

Amount recommended: £108,200

### The Charity

Parent Abuse and Reconciliation Service (PAARS) was established in 2012 to provide support lacking from other agencies for parents and carers abused by their adolescent children. It was set up by three founders with over 25 years' experience between them of supporting children with emotional and behavioural issues.

### The Application

You are asked to fund the salary of a full-time Project Manager over three years for the Under 10's Children DART service. The post-holder would be responsible for delivering this project which provides holistic support to families and children under 10 where domestic violence is a past or present issue, as well as recruiting, training and managing the DART volunteers. The total cost of the project is c£450,000 with the balance secured from the Tudor Trust, The Henry Smith Charity and Big Lottery Fund (BLF).

### The Recommendation

PAARS have been successful in continuing the delivery of their services through difficult times. Towards the end of 2016 the lease on its premises was coming to an end, and it lost out in tendering a bid to the local council for Albany Park Hub. The charity has now identified suitable premises in Enfield Town and expects to move operations to this location in four to six weeks. At the time of applying, the organisation was awaiting the outcomes of a number of funding applications. Due to the high levels of unconfirmed income and lack of premises, your officer recommended PAARS await the outcome of the application for £500,000 over five years from BLF. In March the charity received confirmation that this application was successful, as well as additional funding from The Henry Smith Charity, putting PAARS in a much more favourable financial position. You are recommended to agree the revised request and higher level of grant enabling PAARS to recover associated project costs. A revised budget has been provided (Appendix A).

***£108,200 over three years (£37,100, £35,100, £36,000) for the salary of a full-time Under 10's Children DART Project Manager and associated project costs, conditional on confirmation of securing new premises in Enfield Town.***

### Funding History

None

### Background and detail of proposal

The three founders of PAARS were employed at the same secondary school; one as a Parent Support Advisor, and the other two as Learning Mentors. The Parent Support Advisor came across a case where the child refused to attend school and on further investigation it was discovered that the child was being physically abusive towards his mother. She was unable to get him to school, and he would threaten,

punch and kick her. When the Parent Support Advisor tried to support the mother, it was discovered that Social Services would not get involved as the mother was not abusing the child, and when the police were called the child was asked to stop the abusive behaviour. As the police did not arrest the child, he felt more empowered as nothing further was done. The three colleagues, identifying this gap in support, decided to launch PAARS to meet this unmet need.

From the outset, the founders decided to provide holistic and practical support to the whole family. At the time of set up, there was limited information available on the number of families affected as incidents of parent abuse reported to the police would be recorded as assault or criminal damage. The DART programme allows work with multiple families simultaneously allowing survivors of domestic violence to build support networks. This service was evaluated by the NSPCC in March 2016 and the findings showed that after the intervention families were more confident in their parenting, more control in their children's behaviour, and children experienced fewer emotional and behavioural difficulties. DART also provides practical advice and support including financial/benefits advice, careers advice, education support, support groups, involvement in positive activities and professional counselling.

### Financial Information

PAARS has struggled with building its reserves position, ending 2014/15 at a negative level. The financial years 2015/16 and half of 2016/17 have primarily been focussed on securing suitable premises. In this time, the PAARS Project Manager worked on a voluntary basis to ensure a level of reserves was maintained in the short term. In 2016/17 the charity has been steadily growing its income stream from schools and training delivered to other agencies. This will remain a key area of growth for the organisation in order to build its reserves position and future sustainability. The organisation has not allocated any staff time to cost of generating funds as the Project Manager has not drawn a salary. With grant funding now secured from other funders, the PAARS Project Manager will start drawing down a salary from June this year. BLF funding includes £15,000 for Building Capabilities which will enable the organisation to review its governance with appropriate policies, processes and procedures, including its reserves policy.

Year end as at 31st October	FY 14/15 Examined Accounts £	FY 15/16 Examined Accounts £	FY 16/17 Forecast £
<b>Income &amp; expenditure:</b>			
Income	102,567	112,127	129,800
- % of Income confirmed	n/a	n/a	100%
Expenditure	(96,920)	(109,430)	(129,800)
Total surplus/(deficit)	5,647	2,697	0
Split between:			
- Restricted surplus/(deficit)	2,589	(2,308)	0
- Unrestricted surplus/(deficit)	3,058	5,005	0
	5,647	2,697	0
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	(1,111)	6,137	6,137
No of months of expenditure	-0.1	0.7	0.6
Reserves policy target	48,460	54,715	64,900
No of months of expenditure	6.0	n/a	91.6
Free reserves over/(under) target	(49,571)	(48,578)	(58,763)



**MEETING: 11/05/2017**

**Ref: 13841**

## **ASSESSMENT CATEGORY - Reducing Poverty**

**Children England**

**Adv: Julia Mirkin**

**Amount requested: £115,944**

**Base: Westminster**

**Benefit: London-wide**

**Amount recommended: £116,000**

### **The Charity**

Children England (CE), established in 1942, is a membership organisation, comprising organisations involved with the care, support, education or the delivery of other services for children, young people and families (CYPF), particularly for those affected by social or economic poverty. CE draws on expertise from its membership to identify emerging issues and to steer policy development; it raises awareness through conferences, seminars and by commenting on Parliamentary papers and consultations. 4In10, the focus of this application, is one of CE's four discreet programmes, delivered in addition to supporting and representing its members.

In March 2013, CE ceased to be a strategic partner of the Department for Education, which resulted in an 80% drop in its income, impacting severely on its reserves in 13/14. CE has worked hard to cut back its core team, streamline its programmes and secure alternative sources of income over the last three years but as a matter of principle will not compete with its members for contract work. The financial table below shows a pattern of reducing deficits and CE's first surplus forecast for 17/18.

### **The Application**

This application is for two years continuation funding for the 4In10 project, for which CE has secured match-funding from Trust for London. The application has been submitted under the Reducing Poverty strand of Investing in Londoners. Although not a direct match to the stated programme outcomes, the work of 4In10 addresses the broader aims of the Reducing Poverty programme; it also is unique and London-wide, making it eligible for up to five years of funding under your guidelines.

### **The Recommendation**

During the first two year grant, CE successfully moved the issue of child poverty up the agenda for all candidates of the London Mayoral elections. A high profile advisory board of established academic, sector and media leaders on child poverty has been convened and four well-received reports have been published, pre and post-election. Work is gaining momentum and CE hopes to maximise on the opportunities to influence policy development presented by the new administration in London; the local government elections in 2018 and campaigning around devolution.

Funds are requested for more than one FTE post (see below), which is beyond your general funding guidelines. Given that this application is for continuation funding to support work that is gaining momentum and as match-funding has been secured, it is your officer's recommendation that the amount requested be awarded.

**£116,000 over two years (£57,500; £58,500) for a f/t Research and Learning Officer and a p/t Network Membership Officer, web developments, workshops and the production of research reports for the 4In10 programme in London.**

### **Funding History**

Meeting Date	Decision
11/05/2017	£44,000 over one year as a contribution to salaries and associated

	costs to support involvement in the Way Ahead process.
28/01/2015	£104,000 over two years (£51,000; £53,000) towards a part-time Membership Officer (2d/p/w) and a part-time Research and Learning Officer (4d/p/w) to support the 4 in 10 network in London.

### Background and detail of proposal

680,000 of London's children live in poverty. This is 37% of the population, which compares poorly to the national statistic of 27%. The higher child poverty rate in the capital is considered to reflect spiralling housing, childcare and transport costs, combined with a lack of well-paid, flexible jobs – for mothers in particular. 4In10 was established in 2008 but has been hosted by CE since 15-16. Some of CE's achievements during the first two years of funding are mentioned above; this application seeks to build on these achievements by expanding the 4In10 network, which currently comprises 300 members; by creating tools and templates; making case studies more accessible and by showing how high-profile social issues, such as housing, affect child poverty. CE proposes to enhance its web-hub by installing greater interactivity: CE hopes to upload films, facilitate debate through webinars and host downloadable toolkits and training materials. CE will also deliver ten good practice seminars for providers; ten capacity-building training sessions for advocacy organisations; and focus on the issue of health inequalities amongst.

### Financial Information

£13.3K of the deficit incurred in 15/16 was planned expenditure of restricted/designated funds brought forward. During the same year, CE spent £9K relocating to more cost-effective accommodation. A further office move is scheduled for April 2017 to space at Coram's Offices, offering a further rental saving of 50%. In addition CE has also reduced its core staff team, which affects the calculation of its unrestricted free reserves: a notional sum to cover redundancies for permanent staff is subtracted prior to calculating free reserves, which explains the increase in the forecast for 16-17. Finally, the Tudor Trust awarded CE 3 years' of core unrestricted funding in 2015, which is helping to stabilise the charity.

Year end as at December	2015 Examined £	2016 Forecast £	2017 Forecast £
<b>Income &amp; expenditure:</b>			
Income	536,631	488,647	374,698
- % of Income confirmed	n/a	n/a	73%
Expenditure	(618,612)	(535,549)	(364,152)
Total surplus/(deficit)	<b>(81,981)</b>	<b>(46,902)</b>	<b>10,546</b>
Split between:			
- Restricted surplus/(deficit)	(5,063)	0	2,500
- Unrestricted surplus/(deficit)	(76,918)	(46,902)	8,046
	<b>(81,981)</b>	<b>(46,902)</b>	<b>10,546</b>
Cost of Raising Funds	8,519	10,874	16,756
- % of income	1.6%	2.2%	4.5%
Operating expenditure (unrestricted funds)	262,036	216,856	209,454
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	23,181	91,788	90,000
No of months of operating expenditure	1.1	5.1	5.2
Reserves policy target	50,000	50,000	52,364
No of months of operating expenditure	2.3	2.8	3.0
Free reserves over/(under) target	(26,819)	41,788	37,636

**MEETING: 11/05/2017**

**Ref: 13891**

## **ASSESSMENT CATEGORY - Reducing Poverty**

**Islington Bangladesh Association**

**Adv: Sandra Davidson**

**Amount requested: £50,964**

**Base: Islington**

**Benefit: Islington**

**Amount recommended: £51,000**

### **The Charity**

Islington Bangladesh Association (IBA) was set up in 1984 to tackle poverty, deprivation and isolation experienced by the most disadvantaged and vulnerable members of the Bangladeshi community.

IBA offers generalist advice as well as a casework service; education, employment and training support; health promotion for older people; and specialist work with Bangladeshi women 30+ living with mental health challenges. It also runs after-school and weekend classes for children and young people to raise educational aspirations.

### **The Application**

Across the borough, debt and poor financial capability affect a large proportion of the Bangladeshi community. IBA has many years' experience of providing advice on debt and welfare rights. To date this project has been funded by the Henry Smith Charity with funding ceasing in May 2017. This grant will provide the continuation of this service.

### **The Recommendation**

Funding is sought over three years to continue IBA's welfare rights and advice service offering support to clients faced with growing debt levels, arising from cuts in benefits and unemployment. The service aims to address needs through a combination of advice, advocacy and support on a range of money related issues and welfare benefits.

**£51,000 over three years (£16,800; £17,000; £17,200) for the part-time salary (21hpw) of the Welfare Rights and Debt Adviser and associated project costs.**

### **Funding History**

Meeting Date	Decision
03/10/2013	Full assessment has confirmed your officer's view that this proposal would not fully deliver the outcomes of your Older People's programme. Free reserves are very low.

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

Changing Government welfare policies have far reaching impact on benefit claimants, particularly for the most vulnerable. In 2016/17 the charity assisted over 600 clients through its welfare and debt advice service. This bi-lingual service targets individuals who are less likely to access mainstream, mono-language, services. The demand for financial and benefit advice is increasing with the organisation struggling to maintain its current level of activity. New funding will ensure clients are able to

continue to access advice on debt and broader money related issues, welfare benefits and money management. The charity is very well networked locally and will continue to work with key agencies to ensure the project is effective. The local authority has worked closely with IBA over a number of years and states that it has witnessed the positive impact the organisation's work has had on the lives of the Bangladeshi community.

### Financial Information

The cost of fundraising is not disclosed in the accounts. The Charity advised that it will disclose this figure in future accounts. The Trustees recognise the need to generate increased income to build up free unrestricted reserves, as these remain low. Future plans include hiring out facilities and charging a small fee for various activities, demonstrating the focus on growing income & reserves.

Year end as at 31st March	FY 15/16 Audited/Examined Accounts £	FY 16/17 Forecast Accounts £	FY 17/18 Forecast £
<b>Income &amp; expenditure:</b>			
Income	124,331	139,345	187,250
- % of Income confirmed	n/a	n/a	83%
Expenditure	(118,837)	(131,909)	(180,910)
Total surplus/(deficit)	5,494	7,436	6,340
Split between:			
- Restricted surplus/(deficit)	3,529	45	0
- Unrestricted surplus/(deficit)	1,965	7,391	6,340
	5,494	7,436	6,340
Cost of Raising Funds	0	0	0
- % of income	0.0%	0.0%	0.0%
Operating expenditure (unrestricted funds)	118,837	131,909	180,910
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	2,364	9,755	16,095
No of months of operating expenditure	0.2	0.9	1.1
Reserves policy target	59,418	65,954	90,455
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(57,054)	(56,199)	(74,360)

MEETING – 11/05/2017

Ref: 13912

## ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

**Community Southwark**

**Adv: Jack Joslin**

**Base: Southwark**

**Amount requested: £99,950**

**Benefit: Southwark & Waltham Forest**

**Amount recommended: £100,000**

### **The Charity**

Community Southwark (CS), formerly Community Action Southwark (CAS), is the recognised umbrella organisation for the voluntary and community sector in both the London Boroughs of Southwark and Waltham Forest. CS has historically held a strategic position in Southwark and has a strong track record of partnership working with independent funders, statutory bodies and a wide range of voluntary organisations. In May 2015 CAS merged with Volunteer Centre Southwark to form CS. This merger has enabled the organisation to provide a wraparound service to the voluntary and community sector in Southwark offering capacity building services, providing influence and representation in local decision making and supporting social action. In November 2016 the charity was successful with a bid to deliver local infrastructure support services in Waltham forest and have established Community Waltham Forest (CWF).

### **The Application**

CS has been delivering 'The Difference You Make' project, supported by the Trust, since July 2014. The project is coming to the end of its third year and the Charity is requesting two years' continuation of the programme. The project is focused on improving the capabilities of Voluntary and Community organisations (VCO) on how they demonstrate their impact. The application is requesting continued support for the Outcomes Framework Development Officer and associated running costs for two more years as they see this project having strategic importance for the voluntary sector in Southwark. Since funding was originally awarded CS has now expanded their delivery into Waltham Forest. This application is requesting that 20% of the project is now delivered to VCOs in Waltham Forest, expanding the remit and reach.

### **The Recommendation**

CS is a well-established infrastructure organisation who has a strong track record of delivery in Southwark. Your funding is sought to provide two additional years to 'The Difference You Make' project. Whilst three years is the maximum period that you will usually fund a particular project or activity within an organisation, your policies allow you to consider funding work considered to be of strategic importance to London for a further two years. Borough infrastructure support organisations fall within this categorisation. The work to date has been of a consistently good standard and the project will have additional benefit as it expands the provision in Waltham Forest. Funding for a further two years is recommended as follows:

***£100,000 over two years (£50,000; £50,000) for the salary of a Full Time (35hpw) Outcomes Framework Development Officer and associated running costs to deliver a monitoring and evaluation programme in Southwark and Waltham Forest.***

## Funding History

Meeting Date	Decision
24/05/2016	£4,000 Strategic Initiative for research to inform the development of Southwark Giving.
10/04/2014	£146,900 over three years towards a full-time (35 hours per week) Outcomes Framework Development Officer and running costs for CAS's monitoring and evaluation support programme.
15/03/2012	£85,500 over two final years towards the salary and associated costs of the Volunteer Development project.
08/07/2008	£120,000 over three years for the salary and related costs of promoting good volunteering practice in Southwark.

## Background and detail of proposal

'The Difference You Make' has been running since July 2014 providing a service to VCOs to improve their capabilities on demonstrating their impact. CS provides a mixed approach of training and one to one intensive support to organisations helping them to better identify and articulate their outcomes for the local community. The project has had success so far and reporting on the current grant has been strong. The Development Officer works with individual organisations to build their capacity and capabilities and implement monitoring and evaluation frameworks. They work with VCOs to self-manage their outcomes and self-assessment systems which can often require long-term and ongoing support. This expansion of the work is well reasoned in mind of the organisations expansion into another borough and will complement the service they can offer in Waltham Forest.

## Financial Information

The Charity relies heavily on income from statutory contracts; they received a contract from Southwark Council for 3 years in April 2016 with an option of a two year extension and a 3 year contract from Waltham Forest in November 2016 to deliver infrastructure support services.

Growth is anticipated by the Charity in 2017/18 as they foresee a number of new opportunities Southwark and a number of new consultancy opportunities.

Year end as at 31st March	FY 15/16 Audited Accounts £	FY 16/17 Draft Accounts £	FY 17/18 Forecast £
<b>Income &amp; expenditure:</b>			
Income	1,382,470	1,191,375	1,512,127
- % of Income confirmed	n/a	n/a	77%
Expenditure	(1,389,084)	(1,306,375)	(1,504,303)
Total surplus/(deficit)	(6,614)	(115,000)	7,824
Split between:			
- Restricted surplus/(deficit)	21,295	(26,950)	0
- Unrestricted surplus/(deficit)	(27,909)	(88,050)	(7,824)
	(6,614)	(115,000)	(7,824)
Cost of Raising Funds	0	8,884	13,190
- % of income	0.0%	0.7%	0.9%
Operating expenditure (unrestricted funds)	792,288	233,377	177,626
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	342,089	254,039	246,215
No of months of operating expenditure	5.2	13.1	16.6
Reserves policy target	285,673	58,344	44,406
No of months of operating expenditure	4.3	3.0	3.0
Free reserves over/(under) target	56,416	195,695	201,809

**MEETING: 11/05/2017**

**Ref: 13958**

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

**One Westminster**

**Adv: Sandra Jones**

**Amount requested: £129,492**

**Base: Westminster**

**Benefit: Westminster**

**Amount recommended: £130,000**

**The Charity**

One Westminster (OW) is a borough-based infrastructure organisation, widely recognised for the range of support services it offers voluntary and community organisations. OW (the result of a merger of Voluntary Action Westminster (VAW) and Volunteer Centre Westminster (VCW) on 1 April 2014) continues to develop and promote volunteering as well as sustain work supporting, training, sign-posting and networking on behalf of the voluntary and community sector. This is for a wide range of organisations, many of which are small, community based, organisations as well as larger agencies delivering public sector contracts.

**The Application**

The applicant is seeking support to provide capacity building and training to local organisations, support around volunteering policy and practice, monitoring and evaluation, evidencing impact and fundraising. This will be achieved through the employment of a part-time senior post with associated costs along with direct costs of workshops and outreach support.

**The Recommendation**

OW is currently funded by the local authority to provide 'triage and connect', i.e. signpost organisations to capacity building and build a strong network of organisations. Feedback from organisations is that they have often not been able to find appropriate capacity building, and in response to this OW is seeking to meet this need. The post holder will co-ordinate the work of the different teams within OW around capacity building as well as direct delivery of workshops and conferences. Outreach to those organisations who might not seek assistance, but would benefit from capacity building will be targeted as part of the programme. Given the financial position of the organisation it is recommended that release of the grant should be subject to the submission of satisfactory quarterly management accounts, including the cash balance held.

***£130,000 over three years (£44,500; £42,500; £43,000) towards a 0.6FTE post, associated running costs with costs for workshops and outreach support. This is subject to the submission of satisfactory quarterly management accounts, including the cash balance held.***

**Funding History**

Meeting Date	Decision
12/02/2014	£94,000 over 2 years (£46,300;£47,700) towards the salary & support costs of an Organisational Development Officer (0.4FTE) & Information & Communications Officer (0.4FTE) to deliver VAW's Just for You programme.
20/01/2011	£135,000 over three years (3 x £45,000) to support voluntary organisations across Westminster with outcome monitoring, evaluation and communication. The funding to be used for the following posts: 40% of a Monitoring and Evaluation Officer and 40% of an Information Officer.

## Background and detail of proposal

The organisation has undertaken major changes in the way it operates, and 2015/16 was a year of transition and consolidation, setting new solid foundations on which the organisation can move forward. Having lost Westminster Council's Voluntary Sector Support contract, this has now been won back alongside the volunteer contract. However these contracts do not allow the charity to provide the level of support identified by the local voluntary sector around organisational development, volunteering brokerage plus support and corporate volunteering.

The role of the manager post being applied for will enable to organisation to increase support, particularly through workshops, one-to-one support sessions, an annual conference and outreach events and meetings. This will be achieved through the direct capacity building work of the manager as well as through co-ordinating the different teams within OW around capacity building, leading to improved effectiveness and increased support to the sector.

## Financial Information

During recent years the charity faced a number of financial challenges, and identified a number of actions to ameliorate this, including merging VAW with VCW, undertaking a major staff restructure and downsizing. It also includes a policy that all projects should not get into a deficit position, something that had happened in previous years, and this has been fully implemented. The focus of 2015/16 was to implement these measures, and a new part-time interim CEO was appointed to carry this forward. A 3 year business plan for 2017-2020 has been developed, which identifies that the organisation will have built up free reserves to the policy target of three months. Given the deficit position of the charity in 2015/16, officers consider that this is extremely ambitious.

Year end as at March	2015/16	2016/17	2017/18
	Audited	Forecast	Forecast
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	1,096,953	762,750	694,088
- % of Income confirmed	n/a	n/a	78%
Expenditure	(1,076,369)	(720,216)	(666,915)
<b>Total surplus/(deficit)</b>	<b>20,584</b>	<b>42,534</b>	<b>27,173</b>
<b>Split between:</b>			
- Restricted surplus/(deficit)	26,528	0	32,063
- Unrestricted surplus/(deficit)	(5,944)	42,534	(4,890)
	<b>20,584</b>	<b>42,534</b>	<b>27,173</b>
<b>Cost of Raising Funds</b>	5,500	5,500	5,500
- % of income	0.5%	0.7%	0.8%
<b>Operating expenditure (unrestricted funds)</b>	<b>282,032</b>	<b>190,153</b>	<b>245,890</b>
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	(61,515)	(18,981)	(23,871)
No of months of operating expenditure	-2.6	-1.2	-1.2
Reserves policy target	70,508	47,538	61,473
No of months of operating expenditure	3.0	3.0	3.0
<b>Free reserves over/(under) target</b>	<b>(132,023)</b>	<b>(66,519)</b>	<b>(85,344)</b>



<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	11 <sup>th</sup> May 2017
<b>Subject:</b> Applications recommended for rejection	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Decision</b>

## Summary

This report and the accompanying schedule outlines a total of 16 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 16 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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# Recommended for Rejection

## The City Bridge Trust Committee – 11<sup>th</sup> May 2017

### Summary of Recommendations for Rejection - Investing in Londoners

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested & Area Officer
<b><u>English for Speakers of Other Languages</u></b>				
September 2016	13681 Kongolese Centre for Information and Advice	To improve independence, citizenship, integration and better life changes with improved basic English speaking knowledge.	During the assessment process, the applicant stated that the primary objective of this ESOL project is to support individuals into employment, which falls outside of your programme's priorities.	£17,740 SAR Westminster
<i>Total English for Speakers of Other Languages (1 item)</i>				£17,740
<b><u>Improving London's Environment</u></b>				
February 2017	13917 Naturebytes CIC	Funding for project staff and equipment to deliver the "Great London Wildlife Makers Project" for young people.	A large request from what is currently a relatively low turnover organisation. Whilst the proposed work is interesting, and the technology used is innovating, it is hard to see that the organisation could oversee and quality assure an educational programme on the scale outlined in the bid.	£156,315 TW Tower Hamlets
August 2016	13568 Stepney City Farm Ltd	To benefit the local community through volunteering opportunities and help them grow as we grow enabling them gain qualifications and enter the work place.	An unrealistic bid which, despite clarifying requirements with your Grants Officer, does not sufficiently address your programme outcomes for Improving the Environment	£456,148 JXM Tower Hamlets
<i>Total Improving London's Environment (2 items)</i>				£612,463

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
<b><u>Improving Londoners' Mental Health</u></b>					
March 2017	13970 CareNet	Project aims to promote positive mental health and wellbeing by helping to empower those communities to take action to co-create their own wellbeing	The proposed work is for events around mental health and wellbeing, and does not set out a convincing case for how it will deliver work to meet the outcomes of the Improving Londoners' Mental Health programme.	£19,410	SFJ Lambeth
February 2017	13957 Dream Arts	Express 1:1 uses therapeutic arts and play to support the mental health needs of children, young people and their families in Westminster	The organisation does not deliver specialist mental health services, nor is its current work, or this proposal, sufficiently focused on delivering mental health outcomes.	£65,542	CR Westminster
March 2017	13969 North London Samaritans	North London Samaritans and Community Centre providing support by phone, email, face to face and in the community to reduce the risk of suicide.	Poorly prepared bid which is seeking capital funding towards the general refurbishment of a proposed multi-use building. No access audit is available and the required benefit for disabled people has not been sufficiently defined nor quantified. Further, the governance position is confusing and the ownership of the building is held by Custodian Trustees (National Samaritans), not the applicant.	£70,000	JXM Haringey
<i>Total Improving Londoners' Mental Health (3 items)</i>				£154,952	
<b><u>Making London More Inclusive</u></b>					
March 2017	13961 Pioneer Sailing Trust	To cover part of the costs of a 5 day residential sailing trip for 10 young deaf people aboard Pioneer CK18	The proposal is for funds to provide residential activities, which you do not support.	£11,700	CR Outside London
<i>Total Making London More Inclusive (1 item)</i>				£11,700	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<b><u>Making London Safer</u></b>					
October 2016	13696 Enfield Muslim Womens Aid	After the withdrawal of local authority funding we are looking to alternative sources of funding to ensure the continued survival of the organisation.	Organisation is seeking funding to directly replace cuts by statutory bodies.	£300,000	SAR Enfield
January 2017	13893 Iranian and Kurdish Women's Rights Organisation	To ensure women and girls are safe from harmful practices by providing culturally sensitive, targeted, specialist advice, information and advocacy and training in community languages.	Poor quality application and supporting information inconsistent with the proposal and your reporting requirements and expectations	£149,789	TB City
<i>Total Making London Safer (2 items)</i>				£449,789	
<b><u>Reducing Poverty</u></b>					
February 2017	13955 Alexandra Rose Charity	Rose Vouchers for Fruit & Veg Project - tackling food poverty, promoting healthy eating and supporting London's local street markets.	The organisation's proposal projects growth of at least 100% within a year, which is not a model that the Trust is keen to support. Additionally, from the figures presented, a lot of the organisation's projected expenditure is on activity which is administrative or "back-office".	£117,035	CR Outside London
February 2017	13914 Zacchaeus 2000 Trust	To pay for specialist welfare benefits advice and casework services throughout Westminster to be provided by a consortium of 3 organisations	This is consortium bid of 3 organisations, however the application is for 3 part time advice workers from each of the organisations and a part time project coordinator. There is no clear account on how working as a partnership would bring synergy, nor that the outcomes would be delivered through a partnership.	£182,381	SFJ Westminster
<i>Total Reducing Poverty (2 items)</i>				£299,416	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested & Area Officer
<b><u>Resettlement and Rehabilitation of Offenders</u></b>				
October 2016	13729 Ghost Academy	We change the lives of the women with complex problems through the medium of hairdressing!	The level of funding requested would exceed 50% of the organisation's turnover.	£39,404 SFJ Barking & Dagenham
November 2016	13815 Give a Book	To create 3 anthologies of writing by those in London prisons - professionally published in an accessible and easily available format.	A project to deliver creating writing classes in 9 London prisons with a view to producing anthologies of work. The activities do not fit your criteria for 'through the gate' or on release work with ex-offenders leaving custody or serving community services and are therefore ineligible for support.	£60,000 TW Kensington & Chelsea
February 2017	13947 Kahaila Ltd	Requesting half-salary funding for two Kahaila-Reflex Prison Outreach Workers: providing internal and external prison mentoring aiming to rehabilitate female offenders and so reduce offending.	A religious-based organisation which will take a "faith-based" approach to this project and where the posts to be supported would be religiously restricted. As such, it does not meet your criteria.	£65,150 CR Tower Hamlets
March 2017	13967 Koestler Trust	Three years funding CREATIVE CHANCES - An employment programme for London's cultural venues to give opportunities to ex-offenders.	A key part of the proposal is for the provision of short-term insecure employment, and does not address how this model will create permanent employment opportunities or support ex-offenders to successfully and sustainably resettle in the community. The application, therefore, does not address your funding priorities.	£100,388 KAM Hammersmith & Fulham
<i>Total Resettlement and Rehabilitation of Offenders (4 items)</i>				£264,942

<b>Request Date</b>	<b>Ref &amp; Organisation</b>	<b>Purpose</b>	<b>Reason for Recommendation for Rejection</b>	<b>Grants Amount Requested &amp; Area Officer</b>
<b><u>Strengthening London's Voluntary Sector</u></b>				
March 2017	13885 African Smile	Helping participants,from other local groups,get new knowledge enabling them to strengthen their capacities and skills to be able to deliver successfully their services.	Organisation is not a 2nd tier body and is, therefore, ineligible for this programme area.	£4,616 CR Greenwich
<i>Total Strengthening London's Voluntary Sector (1 item)</i>				£4,616
<b>Grand Totals (16 items)</b>				<b>£1,815,618</b>

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	11 <sup>th</sup> May 2017
<b>Subject:</b> Grants/expenditure considered under Delegated Authority	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Information</b>

## Summary

### Recommendation

Members are asked to:

- Receive this report and note its contents

### Main Report

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

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

5 of the items below are 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.

In addition, one of the items (below) was approved following a request to be considered as a matter of urgency.

### **Requests approved under Urgency**

**London Emergencies Trust**  
(Approved 30/03/2017)

£75,000 towards a fund for the bereaved families and injured survivors of the Westminster terror attack and to provide LET with working funds to meet other outgoings.

## **Requests < £10k**

### **2016/17 financial year**

**Longfield Hall Trust**  
(Approved 20/03/2017)

£5,000 towards an independent access audit and subsequent amendment of architectural plans

**St Barnabas Church**  
(Approved 7/03/2017)

£4,500 to commission an independent access audit to inform the redevelopment of Solar House, Finchley Road.

**Cardinal Hume Centre**  
(Approved 21/03/2017)

£2,800 (7 days at £400 per day) to provide an eco-audit

**Elfrida Rathbone Camden**  
(Approved 6/03/2017)

£2,400 (6 days @ £400 per day) to provide an eco-audit.

**Organiclea**  
(Approved 21/03/2017)

£2,600 (6.5 days at £400 per day) to undertake an eco-audit

### **2017/18 financial year**

**Applecrtlive Ltd**  
(Approved 4/04/2017)

£2,600 (6.5 days) to undertake an eco-audit.

**Community Centre for Refugees from Vietnam, Laos and Cambodia**  
(Approved 19/04/2017)

£3,000 (7.5 days) to provide an eco-audit

## **Requests £10k - £25k**

### **2016/17 financial year**

**Stonewall Equality Ltd**  
(Approved 1/03/2017)

£17,000 over one year for staffing and programme costs for the Role Models programme for members of the BAME LGB community in London.

**My Life Films**  
(Approved 9/03/2017)

£24,000 for the costs of creating biographical films for 24 people with dementia in London, and related project costs.

**Shapeshifter Productions Ltd**  
(Approved 29/03/2017)

£23,400 over 2 years (£11,550; £11,850) towards running costs of The Smiling Sessions project

**Strawberry Hill Trust**  
(Approved 1/03/2017)

£22,800 over three years (£7,600 x 3) towards developing the Feel Good Garden project working with older people aged 75 plus.

## **Requests £25k - £50k**

### **2016/17 financial year**

**Raw Material Music and Media Education Limited**  
(Approved 9/03/2017)

£43,000 over three years (£16,165; £13,420; £13,415) towards the p/t Project Manager, sessional staff, equipment and on costs for the in-reach mental health programme.

**St Johns Community Development Project**  
(Approved 29/03/2017)

£31,000 for one year towards the costs of a part time outreach worker (0.5FTE), 9 hours per week driver and associated running costs. Release of the grant is subject to quarterly financial updates being provided.

**Advice UK**  
(Approved 20/03/2017)

£50,000 towards salary, on-costs and operational costs. The grant is to be spent over a minimum 10 month period to support the organisation's involvement in The Way Ahead and is subject to a review after 6 months.

**Age UK London**  
(Approved 20/03/2017)

£49,700 towards the costs of three salaries, on-costs and associated project costs. The grant is to be spent in a minimum of ten months to support the organisation's involvement in The Way Ahead and is subject to a review after six months.

**British Refugee Council**  
(Approved 20/03/2017)

£50,000 for a salary, associated on-costs and operational costs. The grant is to be spent over a minimum 10 month period to support the organisation's involvement in The Way Ahead and is subject to a review after 6 months.

**Children England**  
(Approved 20/03/2017)

£44,000 over one year as a contribution to the salaries of three central team staff and associated costs. The grant is to be spent over a minimum of ten months to support the organisation's involvement in the Way Ahead process, subject to a review after six months.

**Greater London Volunteering**  
(Approved 20/03/2017)

£48,400 towards salaries, on-costs and operational costs. The grant is to be spent over a minimum 10 month period to support the organisation's involvement in The Way Ahead and the development of the London Hub and is subject to a review after 6 months.

**HEAR Equality and Human Rights Network**  
(Approved 20/03/2017)

£50,000 over one year for the co-ordinator's salary, on-costs and operational cost. The grant is to be spent over a minimum of ten months to support the organisation's involvement in The Way Ahead, subject to a review after six months.

**Inclusion London**  
(Approved 20/03/2017)

£50,000 towards the cost two salaries and on costs and associated costs and for access costs for DDPOS to Inclusion London's campaigns and policy forum. The grant is to be spent over a minimum 10 month period to support the organisation's involvement in The Way Ahead and is subject to a review after 6 months.

**LASA**  
(Approved 20/03/2017)

£50,000 over one year towards a salary and associated costs. The grant is to be spent over a minimum 10 month period to support the organisation's involvement in The Way Ahead and is subject to a review after 6 months.

**Law Centres Federation**  
(Approved 20/03/2017)

£50,000 towards salaries, on-costs and operational costs. The grant is to be spent over a minimum 10 month period to support the organisation's involvement in The Way Ahead and is subject to a review after 6 months.

**London Voluntary Service Council**  
(Approved 20/03/2017)

£50,000 towards salaries, on-costs and operational costs. The grant is to be spent over a maximum 10 month period to support the organisation's involvement in The Way Ahead and the development of the London Hub, and is subject to a review after 6 months.

**Partnership for Young London**  
(Approved 20/03/2017)

£48,500 towards the cost of the Strategic Director's salary and a part-time intern and associated project costs. The grant is to be spent over a minimum 10 month period to support the organisation's involvement in The Way Ahead and is subject to a review after 6 months.

**Race Equality Foundation**  
(Approved 20/03/2017)

£48,200 towards the salaries of two posts, on-costs and associated project costs to support the organisation's involvement in the Way Ahead process. The grant is to be spent over a minimum of ten months, subject to a review after six months.

**Race On The Agenda**  
(Approved 20/03/2017)

£50,000 over one year towards a salary and operational costs. The grant is to be spent over a minimum 10 month period to support the organisation's involvement in The Way Ahead and is subject to a review after 6 months.

**Transport for All**  
(Approved 20/03/2017)

£49,400 over one year for the salary of the Communications and Project officer, on-costs and associated project costs. The grant is to be spent over a minimum of ten months, with a review after six months, to support the organisation's involvement in the Way Ahead.

**Women's Resource Centre**  
(Approved 20/03/2017)

£48,800 for a salary for a post to work on the Way Ahead and associated costs for the work. The grant is to be spent in a minimum of ten months to support the organisation's involvement in The Way Ahead and is subject to a review after six months.

2017/18 financial year

**Young Vic Theatre Company**  
(Approved 19/04/2017)

£30,550 for one year towards the costs of providing creative drama activities for young people (14-18) with mental health issues.

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

Applications reported to Committee	< £10k		£10k - £25k		£25k - £50k	
	£	No.	£	No.	£	No.
Total May 2017	£22,900	7	£87,200	4	£841,550	18
Approved in 2016/17	£5,600	2	£0	0	£30,550	1
<b>Total for 2017/18 year to date</b>	£17,300	5	£87,200	4	£811,000	17

NB. This does not include the request approved under urgency in 2016/17

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	11 <sup>th</sup> May 2017
<b>Subject:</b> Withdrawn & Lapsed applications	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Information</b>

## Summary

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

## Recommendation

Members are asked to:

- Receive this report and note its contents

## Main Report

### Organisation

### Purpose of Request

#### Withdrawn Applications:

Clink Charity

To set up home for ex-offenders on release of prison for either inexpensive white goods, carpets or beds, or travel cards, uniform for their job

- Following discussion with your officer, the organisation chose to withdraw their application with the intention to submit another application in the future.

Aston-Mansfield

To up-skill and develop small and emerging Voluntary and Community Sector groups, to provide skills, knowledge and resources around successful financial management.

- The applicant has withdrawn its application, with a view to submitting a revised proposal in the future.

Creative Islington

Impact and Evaluation Support for Islington and Camden Creative Organisations

- The organisation has withdrawn its application as it will be closing down due to an uncertain

	financial future.
Legal Advice Centre (University House)	<p>Increase pro-bono support and work with voluntary sector Organisations to improve their capacity to deliver advocacy and representation and help to develop their volunteer systems.</p> <p>- After a discussion with your officer, the organisation decided to withdraw its application and will apply under another programme.</p>
Redbridge Children & Young People's Network (RCYPN)	<p>Enabling local groups supporting children &amp; young people to engage with them, build capacity, collaborate, develop a strong, representative 'voice' and deliver effective, needs-led services.</p> <p>- Following discussion with your officer, the applicant organisation has decided to withdraw this application.</p>
Arts and Gardens	<p>We are seeking support for two complementary projects, providing access to the natural environment for children and young people with no outdoor space at home.</p> <p>- The applicant has decided to withdraw its application</p>
The Conservation Volunteers	<p>To empower residents in Barking and Dagenham to improve their health and wellbeing through engagement in a programme of community activity to transform green spaces.</p> <p>- The application was withdrawn with a view to submit a revised proposal in the future.</p>
Autus	<p>Teaching coding skills, alongside general employability and confidence building, to young people with autism and supporting them to find work.</p> <p>- The applicant has decided to withdraw its application, as it is not able to provide the full application information at this time.</p>
Lambeth Elfrida Rathbone Society	<p>For delivery of inclusive dance and music project for young people aged 11- 25 years old in and around Lambeth.</p> <p>- The organisation has withdrawn this application so that it can reapply when audited 2016/17 accounts can be provided.</p>



Museum of London	<p>To employ an Access Manager to make the Museum of London's museums, both present and future, accessible to all.</p> <p>- On advice from your officer this application was withdrawn. A revised proposal which better reflects your priorities is anticipated.</p>
Skinners Almshouse Charity	<p>To provide a lift, liftshaft and power, transforming accessibility at Percy Bilton Court as part of our wider inclusivity project</p> <p>- The applicant has withdrawn this proposal and will liaise with your officers to determine if another proposal might be suitable.</p>
St Vedast-alias-Foster	<p>Provision of accessible toilets, accessible main entrance and accessible fire exit in order eliminate any hindrance to disabled visitors.</p> <p>- The application has decided to withdraw its application.</p>
Theatre Royal Stratford East	<p>A three-year programme supporting disabled people in London to actively engage with performing arts as artists and audiences - increasing opportunities, skills, aspirations and confidence.</p> <p>- The applicant has decided to withdraw its application at this time.</p>
Afghanistan and Central Asian Association	<p>The Lotus project will provide support: translation, advocacy and advice, to victims of domestic violence empowering them to make choices that result in personal safety.</p> <p>- The application has withdrawn its application and plan to re-submit a revised application.</p>

**Lapsed Applications**

British Somali Community	<p>English for Speakers of Other Languages (ESOL) Level 1 and Level 2 classes to Somali and BME women in Camden, supported by volunteer classroom assistants.</p> <p>- The application has lapsed as the applicant has not been able to provide satisfactory information about its finances in a reasonable timeframe.</p>
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Bridge 86 Ltd	<p>To provide a customised support programme to improve mental health and wellbeing, enabling greater community participation and movement towards employment, volunteering and personal development.</p> <p>- No response received to request for more information</p>
The Ealing Club Community Interest Company	<p>To pinpoint underused spaces through a live music programme that will generate vitality, diversity, civic pride, social interaction, footfall for Ealing Borough in 2017.</p> <p>- No response when contacted for further information</p>
Veterans Aid	<p>Make NBH an inclusive place where disabled homeless veterans could enjoy the benefits of their stay, treatment and recovery as everyone else.</p> <p>- The application has been lapsed as the applicant has not provided the requested financial information within the agreed timeframe.</p>
Bethnal Green Methodist Church	<p>Support the elderly and those with physical health conditions to become more independent and engage within mainstream society through volunteering, work and meaningful activities</p> <p>- No response when more information requested</p>
Finsbury Park Homeless Families Project	<p>To fund the essential Drop In facility core costs</p> <p>- No response was received when emailed queries on the application.</p>

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	11 <sup>th</sup> May 2017
<b>Subject:</b> Variations to grants awarded	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Information</b>

## Summary

This report informs Members of a grant where a variation has 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, variation to the grant outlined below has 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.

### New Choices for Youth

A grant of £74,250 over 3 years was awarded in July 2012, to provide life skills training to care leavers. Following operational problems the grant was reviewed and re-focused in November 2015. However the project has continued to experience difficulties, especially around securing referrals. Following discussion with your officer the organisation has decided to close the project at the end of year 2, with the resulting underspend of the third year's instalment of £25,000 now revoked.

### **Ciaran Rafferty**

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust Committee	11 <sup>th</sup> May 2017
<b>Subject:</b> Wembley National Stadium Trust (WNST)	<b>Public</b>
<b>Report of:</b> The Chief Grants Officer	<b>For Information</b>
<b>Report author:</b> Stewart Goshawk, Chief Executive Officer, WNST	

## Summary

This paper provides members with an annual update on the work of the Wembley National Stadium Trust, which is run under contract by City Bridge Trust (CBT).

## Recommendation

Members are asked to:

- To note the report and the on-going successful partnership between CBT and the Wembley National Stadium Trust.

## Main Report

### Introduction

1. Members will recall that for several years, CBT has operated a contract for the management and administration of the Wembley National Stadium Trust (WNST).
2. WNST is an independent charitable grant-making trust, with its own board of trustees, income, policies and programmes around the theme of community-based grassroots sport and physical recreation. One of CBT's senior staff, Stewart Goshawk, is seconded to act as its Chief Executive Officer. Some members may not be aware that the City of London Corporation and Wembley Stadium have a shared connection going back to the mid-1990s when the Corporation was a leading signatory to the competitive tender to rebuild the national stadium at Wembley (other leading cities across England bid unsuccessfully for this).
3. The charitable grant-making trust was established as a condition of the £120m lottery contribution that went into the building of the new stadium – under which the stadium management company has to donate 1% of its annual turnover to charity for a period of 50 years (approximately £1m per annum). In WNST's earliest days, the City Corporation provided a range of professional services *pro bono*. Once it was planned to start the grant-making in earnest, the WNST trustees sought out an experienced partner to manage

and administer its business. CBT successfully bid for the tender, which began in April 2012. The contract is paid on a carefully itemised, full cost recovery basis, so there is no question of CBT underwriting any WNST costs.

4. The rationale for doing so has been to demonstrate how two charitable trusts could work independently but together, using shared experiences and resources to inform and improve the work of both. The results have been very successful with WNST establishing itself as a key funder in the sports field, using the backing of CBT's in-house systems and knowledge; with CBT being able to draw on WNST's experience of running differently-focused and structured grants programmes, to inform its own activities and development. It has also, additionally, proved invaluable on many occasions to have Stewart's long-standing knowledge of CBT's history retained within the office, whether for example, for advice on previous grant awards or to help inform the current quinquennial review.
5. This model of co-operation between funders is one that has been of real interest across the grant-making community and has featured in an article in the Association of Charitable Foundations' journal – which highlighted the desire by CBT to use its accumulated knowledge and experience for the benefit of the sector more widely.

### **WNST programmes**

6. WNST runs three distinct programmes, each of which receives one-third of the distributable income:

#### London Borough of Brent

7. This programme funds any community sports activity taking place for the benefit of the residents of LB Brent (the stadium's "home" borough). Since 2012, WNST has distributed more than £1.5m to 150 local sports providers, benefiting thousands of local people. Around 40% of funding goes to football projects, with the remainder split amongst a wide variety of other activities, from tennis, cricket, athletics and rugby, to Gaelic football, canoeing, volleyball, cycling and many more besides. Grants range from around £1,000 for new kit and equipment to larger sums of up to £25,000 for coaching programmes, building works and more significant capital items.
8. This locally-targeted, open-ended commitment is incrementally delivering a real impact for the borough and its residents, through successive grants rounds building on each other and developing the quality and availability of sporting opportunities within the area.

#### London-wide programmes

9. WNST's first three year London-wide programme delivered an innovative programme of funding for disability sport, working with recognised providers to help them establish new ways of working that can be replicated elsewhere. For example, WNST helped the Lord's Taverners to establish the capital's first

competitive cricket championships for young disabled adults – which started in just four boroughs and is now planned to go London-wide; and supported Panathlon (themselves a CBT grant recipient) to develop its sports activities days for multiply disabled primary school-age children – a programme it now delivers around the country.

10. WNST also partnered with the Football Association to fund a major programme of disability football delivered by the community trusts of London's professional clubs. This worked with over 3,000 individuals and has left a legacy of more than 80 new disability football teams and trained cohort of community coaches across the capital able to deliver quality sports activities for disabled Londoners.
11. WNST's next, recently-launched, London-wide programme is focusing on girls' sport, seeking to address the dramatic fall off in sports participation during their teenage years, especially in team sports. Working in partnership with the national governing bodies of England Netball, England Hockey and the England & Wales Cricket Board, WNST will be funding a major programme across London to help link primary schools with the three sports' networks of local clubs, to help bring about a step-change in the number of girls playing sport outside school. These three sports are each hosting their respective world cups over the coming three years and this profile, along with the success that the three England / GB teams are delivering at present, will be used to inspire the next generation of sportswomen.

#### England-wide programme

12. WNST was always aware that it must expand its presence across the county, given that Wembley is the English national stadium. However, with the limitations of funding, it was clear that a very targeted approach was required to ensure that any programme had a definable impact. To this end, we have partnered with the EFL Trust (the body co-ordinating the community activities of professional football clubs below the Premier League) to fund 25 of the clubs up and down the country to deliver a programme of disability football activities. This includes projects for amputees, wheelchair users, young people with autism, adults with enduring mental ill health and people with sensory impairments. The scheme was launched at an event at Wembley Stadium in November 2016.
13. The early success of the programme and demand for this type of activity is evidenced by the fact that in the first four months, around 2,000 different individuals have taken part in one of the sessions, double the target number.

#### **Conclusion**

14. The WNST trustees are clear that the multiple successes of their work to date is in no small part due to the management and administration partnership with CBT and the City of London Corporation. Having the ability to draw on the experience and workings of an active and high-profile funder gave WNST clear advantages from day one. From the opposite view point, CBT has, for

example, been able to draw on different in-house grant-making perspectives to help inform the current quinquennial review. The WNST / CBT partnership remains therefore an active and vibrant one, of benefit to both parties.

**Stewart Goshawk**

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(on secondment from City Bridge Trust)

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust Committee	11 May 2017
<b>Subject:</b> City Bridge Trust Communications	<b>Public</b>
<b>Report of:</b> The Chief Grants Officer	<b>For Information</b>
<b>Report author:</b> Martin Hall, Communications Manager	

## Summary

This paper provides members with an update on the communications work of the City Bridge Trust (CBT).

## Recommendation

Members are asked to:

- Receive the report and note its contents.

## Main Report

### Key Audience Group Reporting

1. Appendix 1 reports communications activity between 01/03/17 and 23/04/17 against each of the four key audiences identified in your Communications Strategy.
2. This shows good levels of activity towards the Londoners, Immediate stakeholders and other funders, policy makers & key commentators audiences. However, there was very little recorded activity aimed at regulators & politicians. These audiences will be specifically targeted in future, with due consideration to upcoming local and national elections.

### Media Activity

3. Appendix 2 provides a detailed breakdown of the media activity supporting delivery of your Communications Strategy during this period. The majority of activity was via print or online media, however the Trust was also featured twice on broadcast media, firstly an interview with your Chairman discussing your Crowdfunder initiative took place with LondonLive Freeview TV channel; and secondly a piece on your recent grant to Ability Bow was featured on BBC London News, which also included a short interview with the Chairman.

## External Events Register

4. A range of events were attended on behalf of the Turst over the last two months. These included speaking engagements at conferences hosted by London Volunary Service Council (LVSC) and Charity Tax Group; meetings with key partners including London Youth and The Prince's Trust; and training workshops on topics such as Crowdfunding, media skills and charity fraud.
5. A full list of external events attended by officers and Members on behalf of the Trust can be found at Appendix 3.

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## Appendix 1: Key Audience Groups

Audience	Face to face	Online and Printed Media channels	Online content	Direct Marketing
Londoners	All recent events were attended by Londoners. A full list can be found in the External Events table report (Appendix 3).	<ul style="list-style-type: none"> <li>BBC London (TV)</li> <li>BBC News Online</li> <li>Classical Music</li> <li>East London Advertiser</li> <li>Evening Standard</li> <li>Get West London</li> <li>Islington Gazette</li> <li>London Bulletin</li> <li>London Live (TV)</li> <li>London Loves Business</li> <li>Pioneers Post</li> <li>Society of London Theatre</li> <li>South London Press</li> <li>The London Economic</li> <li>TWIN FM</li> </ul>	<ul style="list-style-type: none"> <li>CBT Twitter (4,253 followers. 87.9k impressions* between 01/03/17 &amp; 21/04/17)</li> <li>CBT Website (2,391 users between 01/03/17 &amp; 21/04/17)</li> </ul>	<ul style="list-style-type: none"> <li>City AM advert (9<sup>th</sup> March 2017) promoting the Trust's Strategic Review and online survey.</li> </ul>
Regulators & politicians	<ul style="list-style-type: none"> <li>GLA (London City of Culture meeting)</li> <li>Inside Government Conference (Strategic Review presentation)</li> <li>LB Brent (Meeting)</li> </ul>	<ul style="list-style-type: none"> <li>The Brent Magazine</li> </ul>	None to report	None to report
Immediate stakeholders**	<ul style="list-style-type: none"> <li>Clothworkers Company (Livery Dinner)</li> <li>Beacon Awards Ceremony</li> </ul>	<ul style="list-style-type: none"> <li>City Matters</li> </ul>	<ul style="list-style-type: none"> <li>News items on the CoL intranet and e-bulletin.</li> <li>Regular updates in the Members' Briefing.</li> </ul>	<ul style="list-style-type: none"> <li>City AM advert (9<sup>th</sup> March 2017) promoting the Trust's Strategic Review and online survey.</li> </ul>
Other funders,	Various events including:	<ul style="list-style-type: none"> <li>Alliance Magazine</li> </ul>	None to report	None to report

Audience	Face to face	Online and Printed Media channels	Online content	Direct Marketing
policy makers & key commentators	<ul style="list-style-type: none"> <li>• LVSC Conference</li> <li>• Civil Society Forum</li> <li>• Esmee Fairbairn (Roundtable)</li> <li>• The Lankelly Chase Foundation (Report Launch)</li> <li>• Association of Charitable Foundations (Lunch)</li> </ul>	<ul style="list-style-type: none"> <li>• Charity Times</li> <li>• Charity Today</li> <li>• Civil Society</li> <li>• Classical Music</li> <li>• Concord Register</li> <li>• Crowdfund Insider</li> <li>• Financial News</li> <li>• Fundraising Magazine</li> <li>• Green Tourism</li> <li>• The Stage</li> <li>• Third Sector</li> <li>• UK Fundraising</li> </ul>		

\* An Impression is the number of times CBT tweets have been delivered to other accounts and potentially viewed.

\*\* Includes CBT & CoL Officers & Members; key infrastructure bodies; grantees; potential grantees; City leaders, workers, Human Resource and Corporate Social Responsibility professionals.

## Appendix 2: Media Coverage

Organisation	Publication	Readership	Detail	Coverage	Date	Weblink
Refugee Action	Get West London	13,782	Report on a grant given to Refugee Action – a rehabilitation charity for refugees.	Regional	01/03	<a href="#">Get West London</a>
Royal Trinity Hospice	London Bulletin	15,000	The oldest hospice in the UK – Royal Trinity Hospice – has been given a £107,000 grant.	Regional	02/03	<a href="#">London Bulletin</a>
Age UK	Evening Standard	858,504	Reports on Age Allies scheme, a three-year programme to tackle discrimination and improve services.	London	03/03	<a href="#">Evening Standard</a>
Cripplegate Foundation	Charity Today	50,000	A story about the £141,000 grant to tackle poverty and isolation amongst Islington's older people	National trade	06/03	<a href="#">Charity Today</a>
Cripplegate Foundation	London Bulletin	15,000	As above	Regional	06/03	<a href="#">London Bulletin</a>
Cripplegate Foundation	Islington Gazette	4,399	As above	Local	07/03	<a href="#">Islington Gazette</a>
City Philanthropy	City Matters	20,000	Cheryl Chapman, Director of City Philanthropy, features talking about women in philanthropy on International Women's Day.	London	08/03	<a href="#">City Matters</a>
City Philanthropy	Alliance Magazine	17,000	As above	National trade	08/03	<a href="#">Alliance Magazine</a>
City Bridge Trust	Fundraising Magazine	5,000	<i>Fundraising Magazine</i> runs a story on City Bridge Trust in their bi-monthly 'meet the funder' feature. Chairman Alison Gowman is quoted.	National Trade	08/03	<a href="#">Fundraising Magazine</a> (internal only)
Royal Trinity Hospice	South London Press	22,500	Report on a £107,000 grant.	Local	10/03	<a href="#">South London Press</a> (internal only)
Central Grants Programme	Classical Music	20,000	A story on the latest round of grants given out by the Central Grants Programme, including a grant to the London Symphony Orchestra.	National trade	10/03	<a href="#">Classical Music</a>

Organisation	Publication	Readership	Detail	Coverage	Date	Weblink
Central Grants Programme	Green Tourism	-	Report that the Central Grants Programme has distributed financial support to eight London organisations, focused on cultural projects and aiming to unlock “imagination, creativity and innovation”.	National trade	13/03	<a href="#">Green Tourism</a>
Place 2 Be	The Brent Magazine	100,000	Report in the LB Brent’s internal publication that Place2Be, a charity that offers emotional and therapeutic support to schools in the borough, has received funding.	Local	13/03	<a href="#">Brent Magazine</a> (internal only)
Strategic Review	Charity Times	30,000	The Trust is featured in an article about the Strategic review. David Farnsworth and Sufina Ahmad are interviewed.	National trade	14/03	<a href="#">Charity Times Magazine</a> (internal only pg 29-31)
Crowdfunder Initiative	London Live	250,000	Alderman Alison Gowman, is interviewed on <i>London Live</i> to discuss its new Crowdfunding initiative with Trust for London.	London	15/03	<a href="#">London Live</a> (large download)
Crowdfunder Initiative	City Matters	20,000	Report on £100,000 Crowdfunding initiative fund for organisations seeking to address inequality. Alderman Alison Gowman is quoted.	London	15/03	<a href="#">City Matters</a> (internal only)
Central Grants Programme	City Matters	20,000	Report on CoLC’s Central Grants Programme focused on cultural projects and aiming to unlock “imagination, creativity and innovation”.	London	15/03	<a href="#">City Matters</a> (internal only)
Stagetext-Central Grants	UK Fundraising	33,000	Report on a £6,800 grant by the CoLC’s Central Grants Programme. The charity will use the grant to enable more deaf, deafened and hard of hearing people to access theatres in the Square Mile.	National trade	16/03	<a href="#">UK Fundraising</a>
Crowdfunder Initiative	UK Fundraising	33,000	Report on £100,000 Crowdfunding initiative fund for organisations seeking to address inequality.	National trade	17/03	<a href="#">UK Fundraising</a>
Stagetext – Central Grants	The Stage	30,000	As above.	National trade	17/03	<a href="#">The Stage</a>

Organisation	Publication	Readership	Detail	Coverage	Date	Weblink
Stepping Stones	Charity Times	30,000	Alderman Alison Gowman is quoted in a story on the Stepping Stones Fund.	National trade	21/03	<a href="#">Charity Times</a>
Crowdfunder	Crowdfund Insider	170,000	Alderman Alison Gowman is quoted in a <i>Crowdfund Insider</i> story on the new £100,000 Crowdfunder initiative.	National trade	22/03	<a href="#">Crowdfund Insider</a>
Stepping Stones	Third Sector	6,200	Alderman Alison Gowman is quoted in a <i>Third Sector</i> story on the Stepping Stones Fund.	National trade	22/03	<a href="#">Third Sector</a>
Stagetext – Central Grants	City Matters	20,000	As above.	London	24/03	<a href="#">City Matters</a> (internal only)
Stepping Stones	City Matters	20,000	Announcement of a £500,000 funding pot for the Stepping Stones programme.	London	24/03	<a href="#">City Matters</a> (internal only)
Beacon Awards	Financial News	17,294	Report on the nominees for the 2017 Beacon Awards. Alderman Alison Gowman is quoted.	National	27/03	<a href="#">Financial News</a>
DEC appeal	UK Fundraising	33,000	The City of London Corporation's £55,000 donation to help ease the famine crisis in East Africa appears in <i>UK Fundraising</i>	National trade	27/03	<a href="#">UK Fundraising</a>
Bridge To Work	The London Economic	-	The Trust's Bridge to Work Programme is covered by London Economic	London	27/03	<a href="#">The London Economic.</a>
Bridge To Work	Charity Today	50,000	As above.	National trade	27/03	<a href="#">Charity Today</a>
Stepping Stones	Pioneers Post	35,000	Report on the City Bridge Trust's Stepping Stones Fund.	National trade	27/03	<a href="#">Pioneers Post</a>
City Bridge Trust	Concord Register	-	City Bridge Trust is referenced in a story in the Concord Register about City elections.	National trade	27/03	<a href="#">Concord Register</a>
DEC appeal	City Matters	20,000	As above	London	30/03	<a href="#">City Matters</a> (internal only)

Organisation	Publication	Readership	Detail	Coverage	Date	Weblink
Bridge to Work	UK Fundraising	33,000	As above	National trade	31/03	<a href="#">UK fundraising</a>
Bridge To Work	The London Bulletin	15,000	As above	London	03/04	<a href="#">London Bulletin</a>
Stepping Stones	The London Bulletin	15,000	Report on £500,000 Stepping Stones funding to help charities break into the social investment market.	London	03/04	<a href="#">London Bulletin</a>
Bridge To Work	TWIN fm	16,600	Report on the announcement of a new £3.3million fund designed to open up employment opportunities for young disabled Londoners.	Regional	03/04	<a href="#">TWIN FM</a>
Bridge To Work	The Evening Standard	858,504	As above	London	03/04	<a href="#">Evening Standard</a> (internal only)
Stepping Stones	UK Fundraising	33,000	As above	National Trade	04/04	<a href="#">Fundraising UK</a>
Dragon awards/CBT	London Loves Business	-	Report on the 30 <sup>th</sup> Anniversary of the Dragon Awards taking place in September. The Lord Mayor, the City of London Corporation and City Bridge Trust are referenced	London	05/04	<a href="#">London Loves Business</a>
Beacon awards/city Philanthropy	City Matters	20,000	Three inspirational givers are in the running for the top gong in the City Philanthropy category – sponsored by the City Bridge Trust – at this year's Beacon Awards.	London	06/04	<a href="#">City Matters</a> (internal only)
Bridge To Work	City Matters	20,000	As above	London	06/04	<a href="#">City Matters</a> (internal only)
London Funders	Civil Society Media	27,000	A story about City Bridge Trust Director David Farnsworth being made Chair of London Funders.	National trade	10/04	<a href="#">Civil Society</a>
Ability Bow	Charity Today	50,000	Alderman Alison Gowman is quoted following recent grants made to community organisations in London.	National trade	11/04	<a href="#">Charity Today</a>



Organisation	Publication	Readership	Detail	Coverage	Date	Weblink
Ability Bow	BBC London	1,000,000	<i>BBC London News</i> runs a story on City Bridge Trust's £98,000 grant to disabled gym in Tower Hamlets. Alderman Alison Gowman is interviewed.	Regional	11/04	<a href="#">BBC London News</a> (via YouTube)
Stagetext – Central Grants	Society of London Theatre	-	The CoLC's grant through the new Central Grants programme is featured.	National trade	12/04	<a href="#">The Society of London Theatre</a> (internal only) .
Arthritis Care	Charity Today	50,000	Report on a £154,000 grant by City Bridge Trust to help young Londoners living with arthritis.	National Trade	13/04	<a href="#">Charity Today</a>
Ability Bow	London Bulletin	15,000	A story on £98,000 grant to a gym for people with disabilities	London	19/04	<a href="#">London Bulletin</a>
Vision Care For Homeless People	The London Economic	-	Grant towards eye care services for homeless Londoners.	London	20/04	<a href="#">The London Economic</a>
Vision Care For Homeless People	Charity Today	50,000	As above.	National Trade	20/04	<a href="#">Charity Today</a>

**Appendix 3: External Events Register  
Attended 1st March – April 25th 2017**

Date	Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
01/03/2017	LVSC	Civil Society Conference	Sufina Ahmad, Head of Strategic Review	Camden	London For All Conference organised by London Voluntary Service Council (LVSC) – attended as a panel speaker to discuss draft CBT strategy and The Way Ahead work
01/03/2017	GLA	Meeting	Ciaran Rafferty, Principal Grants Officer	City Hall	Meeting with other supporting partners to be updated on the London Borough of Culture
02/03/2017	Moore Stephens	Seminar	Karen Atkinson, Chamberlains	Aldersgate	Fundraising and charity taxation update
02/03/2017	Shelter	Report Launch	Sufina Ahmad, Head of Strategic Review	Westminster	Launch of the report – 'New Civic Housebuilding' - by Shelter.
02/03/2017	The Charterhouse	Reception	Deputy Director, Jenny Field and Principal Grants and Social Investment Officer	Islington	A reception titled "Revealing the Charterhouse" where the works done to open the site to a wider visitor audience were unveiled. The Trust contributed towards access improvement costs.

<b>Date</b>	<b>Organisation</b>	<b>Type of Event</b>	<b>City of London's Representative</b>	<b>Location/Borough</b>	<b>Summary</b>
03/03/2017	London Emergencies Trust	Directors meeting	Director of City Bridge Trust – David Farnsworth	City of London	Meeting of the LET to discuss recent events in Westminster.
03/03/2017	The Prince's Trust	Centre Tour	CBT Committee Chairman, Alison Gowman; Grants Officer, Shegufta Rahman	Lambeth	Tour of the Kennington Centre and opportunity to sit in on an 'Identity and Stereotypes' follow-on session for a Fairbridge cohort.
06/03/2017	Civil Society	Forum	Karen Atkinson, Chamberlains	Teddington	Charity Finance Investment Forum
07/03/2017	London Youth	Luncheon	CBT Committee Chairman, Alison Gowman	City of London	Lunch event with London Youth at Armourers' Hall to celebrate Prince Philip's 70 years of patronage.
07/03/2017	Clothworkers	Dinner	Tim Wilson, Principal Grants and Social Investment Officer	City of London	Your officer was invited to the annual Master's dinner following work he did with the Livery Company to explore social investment.
09/03/2017	Cranfield Trust	Reception	Deputy Chairman, Ian Seaton and various officers	City of London	The Cranfield Trust reception in the Guildhall.

Date	Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
13/03/2017	Guys and St Thomas' Charitable Trust	Breakfast Roundtable	Sufina Ahmad, Head of Strategic Review	Lambeth	Discussion on tackling health challenges in urban, diverse and deprived areas – with speakers from across London and one representative from the US.
13/03/2017	Bank of England	Lecture at the Bank of England invited by Pitzhanger Trust	CBT Committee Chairman, Alison Gowman	City of London	Lecture at the Bank of England invited by Pitzhanger Trust
14/03/2017	Trust for London	Report Launch	Sufina Ahmad, Head of Strategic Review	Southwark	Launch of Trust for London's recent report as part of its series on minimum income standards for London. Sufina also acted as a table facilitator.
15/03/2017	Trust for London	Advisory Group	Ciaran Rafferty, Principal Grants Officer	City of London	Regular meeting of the Moving on Up project Advisory Group
15/03/2017	Prince's Trust	Awards ceremony	CBT Committee Chairman, Alison Gowman; Town Clerk, John Barradell; Head of Strategic Review, Sufina Ahmad	London Palladium	Prince's Trust awards Celebrate Success
17/03/2017	Esmee Fairbairn and IVAR	Learning/ Sharing/ Networking	Kate Moralee, Sandra Davidson, Julia Mirkin – Grants officers	Camden	Roundtable for funders discussing the role of Social Investment in making social change happen, with specific reference to small and medium sized charities.

Date	Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
20/03/2017	The Lankelly Chase Foundation	Report Launch	Sufina Ahmad, Head of Strategic Review	Westminster	Celebration and launch of insights from Lankelly Chase's Systems Changers programme.
20/03/2017	London Youth	Meeting	CBT Committee Chairman, Alison Gowman	Camden	Meeting with London Youth CEO Rosemary Watt-Wyness
20/03/2017	UBS & City Bridge Trust	Panel	Principal Grants and Social Investment Officer, Tim Wilson; Grants Officer, Shegufta Rahman; Project Manager, James Lee	City of London	Meet the Social Investors event hosted at UBS Broadgate Offices.
21/03/2017	Crowdfunder	Workshop	Several Trust officers	City of London	Workshop to understand the Crowdfunding arena and platform, supporting the crowdfunding initiative of CBT in partnership with Trust for London and The Social Innovation Partnership
21/03/2017	Prince's Trust	Meeting	Deputy Chairman, Ian Seaton	City of London	A meeting with the Prince's Trust.
21/03/2017	London Youth	Meeting	CBT Committee Chairman, Alison Gowman	Canary Wharf	London Youth City Leaders' selection at Barclays

<b>Date</b>	<b>Organisation</b>	<b>Type of Event</b>	<b>City of London's Representative</b>	<b>Location/Borough</b>	<b>Summary</b>
22/03/2017	Lloyds Bank Foundation England & Wales	Report Launch	Sufina Ahmad, Ciaran Rafferty, Kyro Brooks, Sandra Davidson, Julia Mirkin	City of London	Launch of the report 'Thinking Forward' about the future needs of small charities.
22/03/2017	Greenwich Foundation	Launch event	CBT Committee Chairman, Alison Gowman	Greenwich	Launch of the Greenwich Foundation cleaning of the Painted Hall at Old Royal Naval College
22/03/2017	Beacon Awards	Awards Ceremony	Director of City Bridge Trust, David Farnsworth	City of London	Awards ceremony for the Beacon awards
23/03/2017	Charity Finance Group	Workshop	Karen Atkinson, Chamberlains	City of London	Fraud in grant-making workshop
27/03/2017	Cazenove	Workshop	Karen Atkinson, Chamberlains	City of London	Event to discuss the Common Reporting Standard
28/03/2017	Charity Tax Group	Conference	Karen Atkinson, Chamberlains	Euston	Presenting at the Annual CTG Conference
28/03/2017	Inside Government	Conference	Sufina Ahmad, Head of Strategic Review; Grants Officer, Shegufta Rahman	Westminster	Preventing and Tackling Violence Against Women and Girls Conference at Hallam Conference Centre

Date	Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
29/03/2017	Partnership for Young London	Voluntary Sector Forum	Sufina Ahmad, Head of Strategic Review	City of London	Attended this forum to discuss the CBT draft strategy and gather views from charities working in the City.
29/03/2017	Poetry Society	Award Ceremony	CBT Committee Chairman, Alison Gowman	City of London	Poetry Society annual Poetry awards
30/03/2017	BAMER Cross Funders Alliance	Cross-funders meeting	Sandra Jones, Grants Officer	Camden	A meeting to look at ways funders might work together around issues affecting BAMER organisations
30/03/2017	Refugee Council	Meet the Funders Event	Grants Officer, Shegufta Rahman; Grants Officer, Geraldine Page	Islington	Meet the Funders Event where your officer delivered a presentation on Investing in Londoners.
31/03/2017	Barbican	Concert	CBT Committee Chairman, Alison Gowman	City of London	Barbican Centre concert
05/04/2017	London Youth	Young Ambassadors event	Deputy Chairman, Ian Seaton	City of London	Attendance at the London Youth's Young Ambassadors event where groups from 3/4 youth clubs each presented a project whose viability was then judged at Cinven's offices, St Paul's.

<b>Date</b>	<b>Organisation</b>	<b>Type of Event</b>	<b>City of London's Representative</b>	<b>Location/Borough</b>	<b>Summary</b>
07/04/2017	Association of Charitable Foundations	Lunch	Director of City Bridge Trust – David Farnsworth	City of London	Introduction to the new CEO of ACF, Carol Mack.
10/04/2017	City Bridge Trust/Bridge to Work	Meeting	Ciaran Rafferty Ciaran Rafferty, Principal Grants Officer /James Lee – Project Manager, Bridge to Work.	City of London	A meeting of the proposed delivery partners of the Bridge to Work programme
11/04/2017	Wilton's Music Hall	Performance	CBT Committee Chairman, Alison Gowman, Jeremy Mayhew	Tower Hamlets	Wilton's Music Hall performance
11/04/2017	Ability Bow	Interview	CBT Committee Chairman, Alison Gowman	Tower Hamlets	Interview with BBC London at Ability Bow
18/04/2017	Vox media	Media training	CBT Committee Chairman, Alison Gowman; Director of City Bridge Trust – David Farnsworth	Guildhall	Media Training.
18/04/2017	Institute for Apprenticeships	Launch Event	Jack Joslin, Grants officer & Karen Atkinson, Chamberlains.	City of London	Launch of the Institute for Apprenticeships, held at Mansion House



Date	Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
19/04/2017	Brent Council	Meeting	CBT Committee Chairman, Alison Gowman, Director of City Bridge Trust – David Farnsworth	City of London	Meeting with Councillor Kabir of London Borough of Brent
24/04/2017	Charity Tax Group	Committee meeting	Karen Atkinson, Chamberlains	Westminster	Regular management meeting for organisation
25/04/2017 – 26/04/2017	The Innovation Enterprise	Two-day Conference	Sufina Ahmad, Head of Strategic Review	City of London	Chief Strategy Officer Summit, which Sufina is attending due to Kate Smith (Head of Corporate Strategy at the CoLC) not being able to attend. Theme of the conference is how to develop a culture of strategic management.

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	17 <sup>h</sup> May 2017
<b>Subject:</b> Report on Learning visits	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Information</b>

## Summary

This report introduces reports from monitoring visits to Arts for All and Arts Depot Trust Limited.

## Recommendation

Members are asked to:

- Receive this report and note its contents

## Main Report

1. You receive Learning 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 Arts for All and the Arts Depot Trust Limited, supported under your programmes for “Making London More Inclusive” and “Older Londoners”. Both use the creative arts to engage their clients and deliver positive social outcomes. Arts for All works with adults with learning disabilities through its Rainbow Club whilst Arts Depot’s focus is isolated older people.

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**LEARNING VISIT REPORT**  
**Arts Depot Trust Ltd 12412**

<p><b>1.1 Date of visit:</b></p> <p style="text-align: center;">31.10.2016</p>	<p><b>1.2 Name of visiting Grants Officer:</b></p> <p>Tanzeem Ahmed</p>	<p><b>1.2 People met with:</b></p> <p>Tim Burley (Development Director), Estelle Buckridge (Community Champion) and Lara Woodward- Programming &amp; Participation Manager</p>
<p><b>1.4 Programme Area &amp; Outcomes:</b></p> <p>Older Londoners aged 75 years and over living more active and healthier lives</p>		
<p><b>1.5 Purpose of the award:</b></p> <p>£81,300 over three years for a part-time Community Champion and a part-time Marketing Assistant, plus project costs, for the development and delivery of a series of arts events and creative activities for socially isolated elderly people aged 75+.</p>		
<p><b>MONITORING INFORMATION</b></p>		
<p><b>2.1 Project Outcome 1:</b></p> <p>Older people will feel less socially isolated resulting in improved well-being and good health.</p> <p><b>Progress made:</b></p> <p>Staff gave several examples of older people improving their mobility through their participating in the dance sessions. One specific case study was given of a lady who was not able to raise her arms. After participating in the dance sessions, she managed to find greater ease in moving, in turn increasing her independence.</p>		
<p><b>2.2 Project Outcome 2:</b></p> <p>The project will develop a more positive impression of old age encouraging greater arts attendance as a method of staying socially active.</p> <p><b>Progress made:</b></p> <p>The project uses positive imagery of older people on its marketing material, helping stimulate interest from people over 75. The organisation has introduced a range of activities suitable for people of all abilities, and varies its offer with each new season, some of which are designed to bring different age groups together to increase confidence and interaction. There is a growing attendance at matinee shows which are targeted at the over 75s. As older people attending other arts activities they develop friendships and are more likely to attend a wider number of events.</p>		
<p><b>2.3 Project Outcome 3:</b></p> <p>The project will engage older people in creative learning &amp; participation opportunities benefitting the participants but also informing our creative programme and directly contributing to new arts projects.</p> <p><b>Progress made:</b></p> <p>The organisation prides itself on the quality of the work it delivers for older people and seeks ongoing feedback from users to help develop services. An example was given when one of the arts activities received negative feedback from participants. The group listened to the feedback and issues were brought to those involved in</p>		

appointing the artists and programming. Older people have indirectly informed the choice of artists as their feedback and concerns have been considered when selecting the artists. Arts depot has several residency projects which culminate in a performance. Older people have been involved in these residencies, although not yet involved in the final performance which they hope will be the case in the future.

**2.4 Project Outcome 4:**

The project will develop a positive community of older audiences and participants that will encourage other venues to place greater emphasis on older audiences.

**Progress made:**

Estelle, who leads on the community outreach has been involved in attending events and giving talks about best practice in this field. She has also promoted the project to staff and clients at various care homes and older people's organisations.

**2.5 Project Outcome 5:**

Engaging community partners and social services in supported arts attendance (including free & subsidised transport) and advocating for other arts venues to better engage 75+ audiences.

**Progress made:**

Outreach to community and residential homes has successfully attracted new participants and the project was invited to give a presentation by the Mayor of London on how older people can be more active using arts. Work in care homes has often resulted in staff accompanying residents to the venue and to the matinee events. The project is starting to connect with more GPs and other health professionals, encouraging them to refer their patients to the Arts Depot. Relationship with local organisations (Age UK, Jewish Care and Barnet Council) is good and continues to grow.

**GRANT OFFICER COMMENTS**

Arts Depot has successfully delivered outreach and a range of arts projects. Most of their projects are for those over 60, although their target is to reach the over 75's. They find that restricting the programmes for older people over 75 can be challenging as this age group is more likely to prioritise health related appointments over attending the arts depot, or may not attend at all due to ill health. Mobility issues also make it hard for people to participate. However, the project found that once the older people are at the venue, they all enjoy the sessions and find it a memorable experience. The organisation has learnt that in-order to engage isolated and vulnerable members they need to work through several gatekeepers, which include workers in residential homes, relatives or friends. It takes time to develop the trust and confidence in people to come to unfamiliar environments. The project has made good inroads into getting older people engaging/re-engaging in arts. The project officer is very passionate and positive. I attended one of the sessions on poetry and this was led by a very good facilitator and participants were very supportive towards each other. Other arts venues do not necessarily have a specific role dedicated to community outreach and the organisation feels that this is crucial to their success.

**LEARNING VISIT REPORT**  
**Arts For All 12184**

<p><b>1.1 Date of visit:</b> 8<sup>th</sup> February 2017</p>	<p><b>1.2 Name of visiting Grants Officer:</b> Sandra Davidson</p>	<p><b>1.3 People met with:</b> Caroline Barlow (Manager) + Service Users</p>
<p><b>1.4 Programme Area &amp; Outcomes:</b> Making London More Inclusive - disabled people actively taking part in the arts or sport</p>		
<p><b>1.5 Purpose of the award:</b> £21,000 over three years (3 x £7,000) towards the salary and running costs of "The Rainbow Club".</p>		
<p><b>MONITORING INFORMATION</b></p>		
<p><b>2.1 Project Outcome 1:</b> We aim to build confidence through creativity. It is a well-known fact that if you add an element of creativity into someone's life it can have a really positive effect. This is a difference that we will be hoping for. <b>Progress made:</b> Last year "The Rainbow Club" worked with 20 adults with learning disabilities normally catering for upto 15 on a weekly basis. The organisation has built up a regular group of participants keen to take part in varied creative activities every Wednesday. The sessions provide an opportunity for participants to develop their communication skills and interact with each other in a warm and comfortable environment.</p>		
<p><b>2.2 Project Outcome 2:</b> Through fun and vibrant Makaton sign language sessions we will help the members of the group to grow in confidence in the area of general and simple communication. This will help them in their lives outside of here. <b>Progress made:</b> The charity encourages the use of Makaton sign language helping members to communicate in everyday life. One of the group members completed a short training course in Makaton teaching and is now able to work alongside the staff to teach the rest of the group. This has been life changing for the member and has boosted their self-esteem. For example, several members being able to go to the local shops and travel by public transport. Encouraging the use of Makaton group members feel more confident to participate in external activities, i.e an annual exhibition of their work at St. Botolph's Hall to sell their artwork.</p>		
<p><b>2.3 Project Outcome 3:</b> By going on a few outings we will give them exciting opportunities that they would not get normally. These are good opportunities to develop friendships and this is important as many of our members do not have many friends. They are good opportunities for social development. <b>Progress made:</b> Trips are organised several times a year providing the opportunity for members to experience the theatre, bowling and the seaside. A trip was</p>		

organised in October 2016 to Devon with a group of 10 adults with learning disabilities and volunteers. This proved very successful and life changing for participants so much so that a trip for this year is in the pipeline.

#### **2.4 Project Outcome 4:**

By taking part in an exhibition and having the chance to exhibit their own works of art, their confidence and self-esteem will soar. This can actually be life changing.

**Progress made:** Having built up a permanent exhibition members are able to sell their artwork on a week to week basis. This has proved to be a great confidence boost and drives them to develop their creative skills and try new interesting techniques. The work is of a high standard and well received at exhibitions. Artwork produced includes paintings and vases. Group members are keen to show off their own individual pieces of work and are clearly excited about their achievements. Examples shown on the day of your officer's visit were impressive.

A further successful project called East End Stories provided the opportunity of members to tell their real life stories. After being interviewed by a volunteer the biographic stories were reproduced in a small booklet.

### **GRANT OFFICER COMMENTS**

The weekly activities of "The Rainbow Club" continue to be well attended with regular referrals. The charity normally caters for upto 15 adults with learning disabilities. The oldest member is 90 and the youngest is 39. The venue is bright and beautifully decorated, offering a safe and welcoming space to sit and chat and make friends. Speaking to members of the group and being able to observe sessions taking place clearly showed how the members interacted with each other and staff members and volunteers. Your officer spoke with a number of the participants during and after the club session. One of the members who recently turned 80 was so proud showing me all his creative artwork which was of a very high standard. Not wanting to feel left out another member decided to show his artwork in great detail. The value of this project was endorsed by all of the service users taking part in the meeting. The Project manager works tirelessly to ensure the smooth running of the club and it could be clearly seen has developed a very close relationship with club members. I was impressed by the thoughtfulness and professionalism of the staff and volunteers. The venue is bright and beautifully decorated.



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