



The City Bridge Trust Committee

Date: THURSDAY, 23 NOVEMBER 2017
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Alderman Alison Gowman (Chairman)
Dhruv Patel (Deputy Chairman)
Karina Dostalova
Simon Duckworth
Marianne Fredericks
Deputy the Revd Stephen Haines
Alderman Alastair King
Deputy Edward Lord
Jeremy Mayhew
Wendy Mead (Chief Commoner)
Paul Martinelli
Ian Seaton
Deputy Dr Giles Shilson
Peter Dunphy
Alderman Charles Bowman (Ex-Officio Member)

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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. **MINUTES**
To agree the minutes and non-public summary of the meeting held on 20 September 2017.

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

For Information
(Pages 11 - 12)
5. **PROGRESS REPORT**
Report of the Chief Grants Officer.

For Information
(Pages 13 - 22)
6. **GRANT APPLICATIONS - STATISTICAL SUMMARY**
Report of the Chief Grants Officer.

For Information
(Pages 23 - 30)
7. **GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS**
To consider the Chief Grants Officer's reports on grant recommendations as follows: -

For Decision
(Pages 31 - 34)

 - a) Hubbub Foundation UK (Pages 35 - 36)
 - b) Widehorizons Outdoor Education Trust (Pages 37 - 38)
 - c) Brent Adolescent Centre (Pages 39 - 40)
 - d) Causeway Irish Housing Association (Pages 41 - 42)
 - e) Depaul UK (Pages 43 - 46)
 - f) Mind in Harrow (Pages 47 - 50)

- g) Access All Areas (Pages 51 - 54)
- h) Action Disability Kensington and Chelsea (Pages 55 - 56)
- i) AHOY Centre (Pages 57 - 58)
- j) The Royal Society for Blind Children (Pages 59 - 60)
- k) Domestic Violence Intervention Project (Pages 61 - 64)
- l) Everyman Project (Pages 65 - 66)
- m) Bikur Cholim Ltd (Pages 67 - 68)
- n) Bosnia and Herzegovina Community Advice Centre (Pages 69 - 70)
- o) Carers Support (Bexley) (Pages 71 - 74)
- p) Contact the Elderly (Pages 75 - 76)
- q) Brent Private Tenants' Rights Group (Pages 77 - 78)
- r) Bromley By Bow Centre (Pages 79 - 80)
- s) Media Trust (Pages 81 - 84)
- t) On Road Ltd (Pages 85 - 86)

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

For Decision

- a) Compliance and Unannounced Monitoring Visits (Pages 87 - 90)
- b) Applications Recommended for Rejection (Pages 91 - 102)
- c) Stepping Stones (Pages 103 - 106)
- d) Grants Approved under Delegated Authority (Pages 107 - 112)
- e) Withdrawn and Lapsed Applications (Pages 113 - 116)
- f) Variations to Grants Awarded (Pages 117 - 118)
- g) Reports on Learning Visits (Pages 119 - 126)
- h) City Bridge Trust Communications (Pages 127 - 144)

9. **PROPOSED REVENUE BUDGET - 2017-18**
Report of the Chamberlain and the Town Clerk

For Decision
(Pages 145 - 150)

10. **CBT DEPARTMENTAL BUSINESS PLAN 2018-19**
Report of the Chief Grants Officer

For Information
(Pages 151 - 158)

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

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

13. **EXCLUSION OF THE PUBLIC**

MOTION – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

14. **IMPLEMENTATION OF BRIDGING DIVIDES STRATEGY 2018-2023**
Report of the Chief Grants Officer

For Decision
(Pages 159 - 172)

15. **PIPELINE OF PRO-ACTIVE STRATEGIC GRANTS**
Report of the Chief Grants Officer

For Information
(Pages 173 - 176)

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

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

Part 3 - Confidential Agenda

- 18a. **RESOURCING THE IMPLEMENTATION OF BRIDGING DIVIDES - Report to follow**
Report of the Chief Grants Officer

Report was not available at the time of publication and will be circulated separately

For Decision

- 18b. **REVENUE BUDGET 2018/19 - Report to follow**
Report of the Chamberlain and the Town Clerk

Report was not available at the time of publication and will be circulated separately

For Decision

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THE CITY BRIDGE TRUST COMMITTEE

Wednesday, 20 September 2017

Minutes of the meeting of the The City Bridge Trust Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

| | |
|-----------------------------------|-----------------------------|
| Alderman Alison Gowman (Chairman) | Deputy Edward Lord |
| Dhruv Patel (Deputy Chairman) | Jeremy Mayhew |
| Karina Dostalova | Wendy Mead (Chief Commoner) |
| Marianne Fredericks | Paul Martinelli |
| Alderman Alastair King | Ian Seaton |
| Vivienne Littlechild | Deputy Dr Giles Shilson |

Officers:

| | | |
|------------------|---|------------------------------------|
| Karen Atkinson | - | Chamberlain's Department |
| David Farnsworth | - | Chief Grants Officer |
| Sufina Ahmad | - | The City Bridge Trust |
| Sandra Davidson | - | The City Bridge Trust |
| Jenny Field | - | The City Bridge Trust |
| Martin Hall | - | The City Bridge Trust |
| Jack Joslin | - | The City Bridge Trust |
| Kate Moralee | - | The City Bridge Trust |
| Scott Nixon | - | Town Clerk's Department |
| Ciaran Rafferty | - | The City Bridge Trust |
| Shegufta Rahman | - | The City Bridge Trust |
| Tim Wilson | - | The City Bridge Trust |
| Kristina Drake | - | Communications Team |
| Lily Brandhorst | - | Grants Administrator |
| Nadia Large | - | Business Administration Apprentice |

Also present:

Wendy Adams and Rachel Holmes – Stop the Traffik
Dr Jay Stewart – Gendered Intelligence
Hazel Flower and Jocelyn Hillman – Working Chance
Megan Cannons – L&Q Foundation.
And representatives from LawWorks and the Small Charities Coalition.

1. **LAND AID**

The Committee welcomed Caroline Fraser and Marne Beukes-Collins representatives from Land Aid, the Property Industry Charity, to the meeting.

The Committee was advised that the work of the charity was to provide safe, suitable and affordable accommodation to bring young people out of the cycle of homelessness and give them a positive future.

The Charity awarded grants to exceptional small-medium sized charities working with young people who were at risk of becoming homeless, were currently homeless, or had experienced homelessness in the past, and mainly funded capital projects which provided much-needed homes for vulnerable young people.

Work also involved brokering free property expertise to charities working with disadvantaged young people and matching skilled property professionals from a network of partner companies with charities in need of advice on their buildings.

The Chairman thanked both representatives for the presentation.

2. **APOLOGIES**

Apologies were received from the Right Hon. the Lord Mayor Alderman Andrew Parmley, Simon Duckworth and Deputy Stephen Haines.

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

The following non-pecuniary declarations were made:

Trust for London – Alderman Alison Gowman, Deputy Edward Lord

LawWorks – Alderman Gowman

Gendered Intelligence - Karina Dostalova

Deputy Edward Lord declared a pecuniary interest in an application from Gendered Intelligence and advised that he would leave the meeting during consideration of the item.

4. **MINUTES**

RESOLVED – That the public minutes of the meeting held on 27 July 2017 be agreed as an accurate record.

In response to a question concerning the Disability Sports Coach application, the Chairman advised that it had been approved under delegated powers and therefore the Committee should have been advised of the action taken as a report to this meeting.

5. **OUTSTANDING ACTIONS**

RESOLVED – That the Outstanding Actions update be noted.

6. **PROGRESS REPORT**

The Committee received the regular progress report of the Chief Grants Officer and discussed the updates provided.

Development of the Strategic Review Implementation Delivery Plan

The CGO reported that a cross-team staff group had been established in order to develop the delivery plan for the Strategic Review 2018-2023, Bridging Divides and overseeing its implementation. Regular updates would be provided to the Committee.

In addition, a cross departmental 'task and finish' group would be established to consider how the City of London Corporation could be the most effective trustee of Bridge House Estates, and to consider the ways in which its assets could be used to support CBT to implement its next strategy.

The Divide event at The Charterhouse

The Committee was advised that on the 24th July 2017 a joint event with Trust for London was held at The Charterhouse (a recently refurbished historic building in the City for which The CBT had provided funding towards disability access works).

The event was an opportunity for both the Trust and Trust for London to thank those that had been involved in their respective Strategic Reviews and introduce their Funding Strategies for the next five years.

Stepping Stones Fund

The CGO reported that representatives from City Bridge Trust and UBS had met on 8 September to review funding proposals for the fourth round of the Stepping Stones Fund.

The programme was a social investment readiness scheme designed to encourage more of London's charities and social enterprises to examine how repayable finance might support their work.

Bridge to Work – official launch

The CGO was pleased to confirm that a date had been set for an event to mark the official launch of the £3.3m *Bridge to Work* programme – supporting disabled young Londoners into and in employment.

The launch would be held on Thursday 19 October between 12 noon and 1.30pm and thanks to the consultant project manager, James Lee, we have been given permission to hold the event in the State Rooms of The Speaker's House in Westminster and The Speaker was expected to be present for part of the event.

London Emergencies Trust (LET)

LET continued to operate for the Grenfell Tower disaster on the basis of up to 100 deceased and so far from the £4.8m they had received for distribution £2m had been paid out with the remainder earmarked for payment to cases they expected to emerge over the next weeks and months.

Trusts and Foundations update (GOLD Command).

Grenfell GOLD Command had been working closely with the Royal Borough of Kensington and Chelsea over the past few months to agree which services would transition back to the local authority for on-going management. The work strand that coordinated the work of the various trusts and foundations would continue to be overseen by the Chief Grants Officer until 2018 to ensure consistency of approach and to ensure that the necessary expertise and experience was in place.

Members' away day

Members were reminded that the CBT Committee Members' half day away (morning) would be taking place on 31 October 2017 and would focus on the implementation of the 'Bridging Divides' strategy, the agenda for which would be issued closer to the time.

Central Grants Programme (CGP)

The CGO advised that in order to increase the strategic impact of grant-making across the City of London Corporation, and ensure that the grants were managed more efficiently and effectively, the CGP had been set up to manage all grant applications, monitoring and evaluation processes and Committee reporting procedures.

Human Resources

Members received the current CBT staff organogram and noted the following:

- Hannah Davey, Social Investment Fund Associate was now in post
- Lily Brandhorst, Grants Administrator, was now in post
- Nadia Large, the CBT Apprentice was now in post.
- Fiona Rawes, The Head of Philanthropy Strategy would be in post as of mid October 2017.

7. BRIDGE HOUSE ESTATES - DESIGNATION OF FUNDS

This Committee received a report of the CGO and The Chamberlain recommending that the City Corporation, consistent with its trustee duties to be transparent in the effective management of the charity's funds, formally established a further designated fund out of the unrestricted funds of the charity from the income surplus to that required for the maintenance and support of the five bridges.

RESOLVED to:

- a) Recommend to the Court of Common Council that a designated fund be established for Bridge House Estates (1035628) out of the charity's unrestricted funds and from the income surplus to that required to maintain and support the bridges for the purposes of the five-year 'Bridging Divides' grants programme 2018-2023; and
- b) Delegate authority to the Chamberlain in consultation with Chairman and Deputy Chairman of the City Bridge Trust Committee, to agree the amounts to be held within this designated fund.

8. **GRANT APPLICATIONS STATISTICAL REPORT**

The Committee received a summary of applications received and action taken under the grants programmes this financial year, including those recommended for decision to this meeting.

RESOLVED – That the report be noted.

9. **GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS**

a) **London Hub**

AGREED a grant of £350,000 to secure the first year of operation of the London Hub, to be costed from the Anniversary Programme for infrastructure support. The grant to be conditional on Greater London Volunteering's new governing document being in place.

b) **Strategic Initiative - Trust for London, Citizenship and Integration Initiative**

The Deputy Chairman took the chair for the consideration of this item as the Chairman had a personal interest.

AGREED a grant of £100,000 (payable over 15 months) to Trust for London towards the overall costs of the Citizenship and Integration Initiative. As the longer term impact and outcomes framework has not been finalised, release of the third quarterly payment is contingent on receiving and agreeing this framework.

c) **Strategic Initiative - London Emergencies Trust**

AGREED a grant of £50,000 towards the running costs of London Emergencies Trust between September 2017 and March 2018, and the continued secondment of one 0.8 FTE CBT staff member to London Emergencies Trust, possibly until 31st March 2018.

d) **Chelsea Physic Garden Company**

APPROVED £86,300 over three years (£20,400; £32,600; £33,300) towards the salary and oncosts of a full time Education and Outreach Officer.

e) **Gendered Intelligence CIC**

APPROVED £125,100 over three years (£41,600, £41,700, £41,800) for the FT salary of the Volunteering Project Coordinator and associated project costs.

f) **National Society for the prevention of Cruelty to Children**

APPROVED £270,000 over 3 further and final years (3 x £90,000) towards the salary costs of two Protect and Respect Case Workers, for Croydon and East London respectively.

g) **Stop the Traffik**

APPROVED £98,400 over three years (£32,200, £32,800, £33,400) for the FT salary of the Modern Slavery Network and Community Engagement Coordinator in London.

h) **Marylebone Bangladesh Society Ltd**

APPROVED £66,000 over two years (2 x £33,000) for the salary costs of an Older People's Project Development Worker (28hwpw) and associated project costs for an Older People's Health and Well-being Project. Release of the grant in year 2 is subject to review of cashflow.

i) **FoodCycle**

APPROVED £87,000 over two further and final years (£43,000; £44,000) for the salary of a f/t London Projects Manager and volunteer training costs.

j) **Island Advice Centre**

APPROVED £148,000 over 3 years (£48,600, £49,400 £50,000) for a f/t Welfare Benefits Case Worker, associated costs and costs for training and supporting volunteers

k) **Legal Advice Centre**

APPROVED £132,900 over three years (3 x £44,300) towards a full-time (35hwpw) Volunteer Coordinator and Caseworker to oversee the expansion of the Advocacy programme.

l) **Sangam Association of Asian Women**

APPROVED £182,800 (£61,200, £59,800, £61,800) for a f/t Debt Advice case worker, training delivery and recruitment and support of volunteers.

m) **Working Chance**

APPROVED £117,000 over three years (£35,000, £40,500, £41,500) for one FT Recruitment Coach and associated project costs for work with Londoners

n) **LawWorks**

The Deputy Chairman took the chair for the consideration of this item as the Chairman had a personal interest.

APPROVED £162,700 over three years (53,000; £54,200; £55,500) towards the salaries of the Head of NfPP (0.5FTE); NfPP Caseworker (0.5FTE); Head of Programmes (0.1FTE); and associated running costs.

o) **Ethical Property Foundation**

APPROVED £150,000 (£60,000; £50,000; £40,000) over three years towards core salaries and running costs to continue to provide a property advice service to benefit London's voluntary and community organisations.

p) **London Legal Support Trust**

APPROVED £300,000 over two years (2 x £150,000) towards core salary and other costs to support the provision of Centres of Excellence in Greater London.

q) **Project Oracle Evidence Hub**

APPROVED £90,000 over three years (3 x £30,000) towards the costs of Project Oracle's work to improve the quality and quantity of evidence in the children and youth sector in London.

r) **Small Charities Coalition**

APPROVED £100,000 over two years (2 x £50,000) for the delivery of the Building Resilience programme by Small Charities Coalition in London.

s) **Age UK Ealing**

APPROVED - £90,000 over 2 years (£45,000, £45,000) contributing to 3 p/t posts of Neighbourly Connector (14 hpw in year 1, 28 hpw in year 2);

Telephone Support Coordinator (7 hpw); and Volunteer Coordinator (7 hpw in year 1 only) and associated costs of the Connector service.

10. **SUPPORT FOR YOUNG PEOPLE POST GRENFELL**

The Committee received a report of the CGO requesting an extension of support for young people and families in the Grenfell Tower area.

Members expressed concern that some media reports stated that donated money was still not getting through to those in most need, and in response to a question the CGO confirmed that some of the funds raised would be held back for when families were rehoused and also to provide counselling.

The Chairman advised that delegated approval could be given for an additional 25k to that requested in the report, if necessary.

RESOLVED – To agree to earmark up to £125,000 from your Investing in Londoners grants budget to enable the Trust to join in a consortium of funders providing grants to local organisations to provide year-round out-of-school activities and support to young people and their families in the Grenfell/North Kensington area.

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

a) **Grants Recommended for Rejection**

The Committee received a report detailing a total of 11 grant applications for rejection.

On one of the applications a Member requested that officers speak to the organisation concerned to offer guidance on how the Trust may assist them in the future.

b) **Grants Approved under Delegated Authority**

The Committee received a report of the Chief Grants Officer which advised Members of 26 expenditure items, totalling £257,629, which had been presented for approval under delegated authority to the Chief Grants Officer in consultation with the Chairman and Deputy Chairman.

c) **Withdrawn and Lapsed Applications**

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

RESOLVED – That the report be noted.

d) **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.

e) **Events Attended**

The Committee received a report of the Chief Grants Officer updating on the Communications work of the CBT.

RESOLVED – That the report be noted.

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

There were no questions.

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

There was no other business.

14. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

| Item No. | Exempt Paragraphs |
|-----------------|--------------------------|
| 18 - 20 | 3 |
| 21 – 22 | - |

15. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 20 September 2017 be agreed as an accurate record.

16. **BRIDGE TO WORK BURSARY SCHEME**

The Committee received a report updating on the plans being put in place to implement the bursary scheme element of the *Bridge to Work* programme – aiming to support disabled young Londoners into and in employment.

RESOLVED – That the report be noted.

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

The Committee received a report of the CGO outlined the pipeline for strategic grants.

RESOLVED – That the report be noted.

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

There were no questions.

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

There was no other business.

The meeting closed at 3.25 pm

Chairman

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

The City Bridge Trust Committee – Outstanding Actions

| Item | Date | Action | Officer responsible | To be completed/ progressed to next stage | Progress Update |
|-------------|-------------------|--|----------------------------|--|------------------------|
| 1. | 15 June 2017 | Review of Terms of Reference | CBT Team and Town Clerk | January 2018 | On track |
| 2. | 20 September 2017 | “Task & Finish” group to be established to look at how the City of London Corporation could be the most effective trustee of Bridge House Estates | CBT Team and Town Clerk | January 2018 | In progress |

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|---|-----------------------------------|
| Committee: City Bridge Trust | Dated: 23 November 2017 |
| Subject: Progress Report | Public |
| Report of: Chief Grants Officer | For Information |

Summary

This is a regular report by the Chief Grants Officer (CGO). You are asked within this report to note updates on the following:

- Further Strengthening the Voluntary Sector
- Bridge to Work launch event
- Buttle UK's Anchor Project Seminar
- Co-ordinating and meeting the needs of London's Youth Sector
- Member's Away Day
- ACF Conference
- Strategic Review Implementation
- Human Resources

Recommendation

- a) That the report be noted.

Main Report

Introduction

1. You will recall that you have agreed that each of the City Bridge Trust (CBT) Committee Meetings will begin with a presentation on a particular aspect of the work you support. In 2014 the Legal Education Foundation launched the Justice First Fellowships in the UK (in partnership with the Esmee Fairbairn Foundation and Unbound Philanthropy). This Committee agreed to co-fund over three years, with the Legal Education Foundation, the provision of six Justice First Fellowships across London. This first Justice First Fellowship scheme was set up to support the next generation of specialist social welfare lawyers to deliver justice in their communities. Today's speakers are Quazim Khan, a Justice First Fellow at Greenwich Housing Rights; and Matthew Smerdon, Chief Executive of the Legal Education Foundation.
2. My Friday visits to CBT funded organisations continue and provide such valuable insight into some of the extraordinary work you fund (as ever, you are very welcome to join me). Most recently Neil Robbie (Assistant Director of Bridge House Estates, City Surveyors) and I visited Noah's Ark Hospice. Your grant supports the salary of a part time Music Therapist and Drama &

Movement Therapist, plus related activity costs for work with London children with complex needs and disabilities.

Further Strengthening the Voluntary Sector

3. Your work to underpin civil society infrastructure support in London continues and an update on the specific strands of work you are supporting follows:

The Way Ahead

4. You may recall that The Way Ahead report, research funded by the Trust in partnership with London Funders and others, was launched at Guildhall in April 2016. It set out a vision for how infrastructure support for London's civil society organisations could be improved and developed in a context of scarce resources. At the heart of the research was the belief that London needs a vibrant civil society to prosper and that in order to achieve this, just as any other sector in London, civil society needs access to appropriate business, technical and enterprise support, as well as a 'voice' within the on-going debate about London, its governance and the issues it faces. The Deputy Chief Grants Officer has been leading on your engagement with the implementation of The Way Ahead. The Way Ahead was the starting point for informing how civil society infrastructure support could be reconfigured in order to be more sustainable. This led to the development of two additional funding streams, an update on current progress of these is provided below.

The Bridge Fund and the Cornerstone Fund

5. These are two funds you established to underpin the future of infrastructure support for London's civil society organisations as part of the allocation of additional funds that were approved during your 20th anniversary year.
6. The £1m Bridge Fund was to support 15 organisations, previously funded by London Councils, on its voluntary sector infrastructure support programme. The grants, awarded in March 2017, did not directly replace the London Councils funding but they provided funding of up to £50,000 to enable those organisations to engage with the implementation of The Way Ahead.
7. The Cornerstone Fund is a sum of £1.5m per annum for two years, making £3m in total, to enable the Trust to work with other funders and key stakeholders, to support the infrastructure underpinning London's civil society. A cross-sectoral reference group has been established to determine the parameters and governance of this funding which has been meeting regularly since July 2017. As a first starting point, Rocket Science was commissioned to undertake a mapping exercise of what civil society infrastructure support is already in place, to help identify gaps in provision and also to identify who is funding what in this arena. The final report has been well-received and is downloadable from the CBT website.
8. CBT and London Funders hosted a roundtable for other funders on 26th September 2017 for a discussion on the future of infrastructure support for London's civil society organisations and how they could get involved with the

Cornerstone Fund, be this directly or indirectly. A good cross-section of funders attended, resulting in a rich and useful discussion. There was strong commitment to better align how we are all working in this arena and an appetite for a follow-up meeting in two or three months' time. Officers are now involved in bilateral follow-up meetings.

9. A briefing meeting was held for the Bridge Fund grantees on 16th October 2017, whose grants are due to end in March 2018, to update them on plans for the Cornerstone Fund and to hear about their engagement with The Way Ahead. As work on the Cornerstone Fund is still under development, we trailed at your last meeting that the organisations concerned would be invited to apply for extensions to these grants, to cover the period 1st April to 30th September 2018. The grants will be for up to £50,000 again, although applicants have been advised that requests should be proportionate to the level of the previous grant. The closing date for applications was 15th November 2017. A sub-group of the Cornerstone Fund reference group will assess the applications making recommendations for decision by the CBT Committee, through the delegated authority of the Chairman, Deputy Chairman and the CGO. It is anticipated that the decisions will be made in December 2017. Whether or not an organisation is recommended for continuation funding will depend on how well they have been involved with The Way Ahead and all the organisations are aware that re-funding is not a forgone conclusion.

Bridge to Work launch event

10. Your Bridge to Work programme, supporting young disabled Londoners into and in employment, was officially launched at The Speaker's House in Westminster on 19th October. It was a very well attended event with representation from across sectors. The Speaker himself welcomed the initiative and mentioned how the Parliament estate was itself doing more in this arena and referenced the important role which the City Bridge Trust has played as a funder.
11. The Chairman and the CEO of Leonard Cheshire Disability formally announced the opening of the Bridge to Work bursary scheme (called ChangeLondon) which will provide financial support for SMEs and eligible charities to employ young disabled people on internships.
12. The event served as a great engagement platform and interest has already been shown from many of the big names in attendance (KPMG, Procter and Gamble, Transport for London, Channel 4) but also from many of the SMEs in attendance who we were keen to reach. We have also seen information about Bridge to Work start to cascade out through the networks of those in attendance. For example, we are currently helping Channel 4 to promote this programme across their supply chain of independent production companies to open up opportunities for many more young disabled people.

Buttle UK's Anchor Project Seminar at the Livery Hall, Guildhall

13. On 2nd November 2017, a joint event was held at the Livery Hall with Buttle UK. In November 2014 you awarded Buttle UK strategic grants totalling

£634,000 over three years for the Anchor Project. This project has been supporting families in London who have experienced domestic abuse to resettle and live independently. To date, the Anchor Project has awarded nearly 500 grants to families affected by domestic abuse, to a value of over £500,000.

14. The seminar was held to present the findings of an independent evaluation of the project. The research demonstrates that Anchor grants provide a new beginning that is more dignified than it would have been; reduction in tension within the family, improving family functioning; reduction in parental stress linked to household and financial management and an improvement in parenting capacity; and reduction in mother's isolation, improving support networks and resources she can draw on. It also highlighted the importance of paying for after-school activities which help to improve children's behaviour at, and engagement with, school.
15. The event was well attended, with over 80 attendees representing the youth and domestic abuse sectors, as well as referral agencies. Your Chairman Alison Gowman introduced the event, followed by informative presentations and a screening of a short film on the Anchor Project. Your CGO chaired an insightful panel discussion, which highlighted a strong sense amongst those present that the grants have helped make services more child-centred, by encouraging support services to think about the children's needs as part of their on-going evaluation of families' needs. This was followed by a networking lunch which allowed the discussion to continue.

Co-ordinating and meeting the needs of London's Youth Sector

16. Arrangements are in hand for a half-day seminar on 15th January to look at how best to match the increasing needs of the youth sector in London with established and potentially new providers and supporters. The event will contribute to your wish to encourage more collaboration between charities. An audience of up to 40 key providers, policy makers and funders will be invited.

Member's Away Day

17. The CBT Committee Members half away-day took place on 31st October 2017 at Tower Bridge. The main purpose was to further deepen Members' engagement with CBT's new funding strategy for 2018 to 2023: Bridging Divides; and how the Committee could be involved, shape priorities and work towards the strategy's aims during its implementation.
18. We would like to thank the Members of this Committee that gave their time to attend the half away-day and provide feedback. The notes of the day will be circulated to members in due course.

ACF Conference

19. The annual Association of Charitable Foundations (ACF) conference took place on 8th November 2017. The conference provided an opportunity for foundations large and small, from across the country and with a wide variety

of charitable aims, to come together and consider the implications of the current context: not only for their own organisations, but for the collective role of philanthropic funding in both driving social change and preserving social good.

20. Your Chairman was in attendance as well as 14 members of staff from the CBT staff team.

Strategic Review Implementation

21. An update of the Strategic Review implementation plan and overview for the Bridging Divides Strategy can be found at Appendix 1. This document is being updated and provided for Members information at every Committee meeting, until the Strategy goes live next year.
22. A separate report on the Bridging Divides proposed funding programmes is to be presented to Members of this Committee at today's meeting for discussion.

Human Resources

23. Carlyne Worman has been recruited on a temporary basis to provide EA support to David Farnsworth, Fiona Rawes (Head of Philanthropy Strategy) and Jenny Field until the end of March 2018. This role has been delivered by Scott Nixon (Head of Projects) until now, and will now free Scott up to deliver more tasks relating to the Strategic Review implementation.
24. Venla Freeman has been employed by Prince's Trust (PT) as their new Head of Projects to manage the strategic grant: She will capitalise on the opportunities presented through the Corporation, PT and CBT for partnership working and collaboration, for the ultimate benefit of some of the most disadvantaged young people in London. Venla was recruited from within PT and started in her new post on 8th November.
25. Rosemary Powell, an accountant, has been recruited via Chamberlain's for a period of 3-6 months to provide additional support during the Strategy implementation phase, working for the Head of Charity and Social Investment Finance.

David Farnsworth

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Appendix 1: Implementation Plan and Overview for Bridging Divides Strategy

| | Task | Lead Officer | Expected Completion date | Status (RAG) |
|--------------------------------|--|---------------------|---|---------------------|
| Implementation plan | CBT Committee to receive an update on the delivery plan and progress to date. | Jenny Field | On-going (First draft of the bridging Divides funding programmes to be presented at November 2017 Committee). | Green |
| Resourcing | To develop a resourcing plan for the implementation of Bridging Divides strategy ensuring adequate backfill. | Jenny Field | Report to be presented at November 2017 Committee | Green |
| Budget planning | To prepare the first draft of the 2018/2019 budget | Karen Atkinson | November 2017 | Green |
| | To request CBT Committee approval of the draft 2018/2019 budget. | Karen Atkinson | November 2017 | Green |
| Learning and Evaluation | To develop a comprehensive brief for the commissioning of a Bridging Divides Learning partner. | Tim Wilson | September 2017 | Green |
| | The Learning Partner tender was issued and officers are currently reviewing submissions. | Tim Wilson | January 2018 | Green |

Appendix 1: Implementation Plan and Overview for Bridging Divides Strategy

| | Task | Lead Officer | Expected Completion date | Status (RAG) |
|-----------------------------------|---|--------------------------------|--------------------------|--------------|
| | Aiming to have Learning Partner appointed by January 2018 | | | |
| | To undertake a review of all Monitoring and Evaluation polices and procedures. | Tim Wilson/Gemma Grieve-Combes | January/February 2018 | Green |
| Process and systems review | To undertake a systematic review of all application processes and information requested at application stage through the Task and Finish group. | Ciaran Rafferty | September – January 2018 | Green |
| | To implement all actions arising from the processes review. | Ciaran Rafferty | February 2018 | Green |
| Communications | Communications plan to be developed for launch of Bridging Divides strategy at CBT Chairman's dinner. | Martin Hall/Kristina Drake | Completed | Green |
| | CBT website to be updated with the new funding programme information. | Martin Hall | February–March 2018. | |
| CRM systems | IT system demos have been arranged in November /December 2017 for officers from | Tim Wilson | On-going | Green |

Appendix 1: Implementation Plan and Overview for Bridging Divides Strategy

| | Task | Lead Officer | Expected Completion date | Status (RAG) |
|--|---|------------------------|----------------------------------|--------------|
| | CBT and IT to consider most appropriate options. | | | |
| Funder plus offer | To commence discussions with other London Funders to discuss collaborative approach to Funder plus provision. | Jenny Field/Tim Wilson | Completed | Green |
| | To draft a FunderPlus strategy for CBT. | Jenny Field | January 2018 | Green |
| CoLC Implementation group | To hold the inaugural meeting of the CoLC implementation group | David Farnsworth | December 2017 | Green |
| CBT Committee Member engagement | To provide updates on implementation at every CBT Committee meeting | Jenny Field | Next update November 2017 | Green |
| | To provide an implementation update at the Members away day in October. | Jenny Field | Completed | Green |
| Implementation Governance | To monitor implementation progress through dedicated fortnightly Strategic Review Implementation Coordination group meetings. | Jenny Field | Fortnightly meetings – on-going. | Green |

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| | |
|---|--------------------------------|
| Committee | Dated: |
| City Bridge Trust | 23 rd November 2017 |
| Subject: Grant Applications – statistical summary | Public |
| Report of: Chief Grants Officer | For Information |

Summary

This paper summarises applications received and action taken under your grants programmes this financial year, including those recommended for decision to this meeting. 97 applications will be dealt with at today’s meeting, including 20 grant recommendations, and 30 grants to be noted as approved under delegated authority (14 of these are under your Investing in Londoners programme and 16 under your Stepping Stones programme). The remaining 47 applications were either withdrawn, rejected under delegated authority or are recommended for rejection. This leaves £4,562,201 remaining on your core budget for 2017/18; £1,750,000 remaining on the Anniversary funds; and £1m to be committed to the Prince’s Trust. Proposed amendments to your remaining grants budget for 2017/18 are discussed in a later paper, whilst we continue to report here against the current approved budget.

Recommendations

Members are asked to:

- a) Note the report
- b) Consider the grant recommendations in the subsequent annexes

Main Report

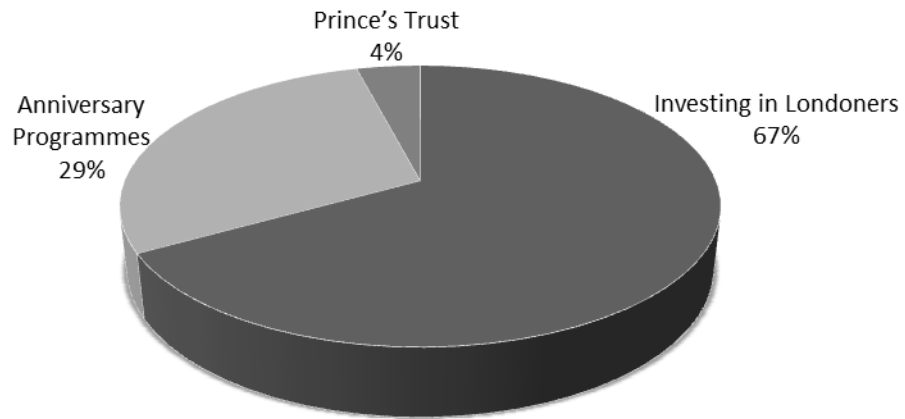
Background

1. This paper summarises action taken and proposed this financial year on grant applications received under the Trust’s three current grant-making streams for 2017-18:

| | Total Budget |
|-------------------------|---------------------|
| Investing in Londoners | £16,458,520 |
| Anniversary Programmes* | £7,145,000 |
| Prince’s Trust | £1,000,000 |
| | £24,603,520 |

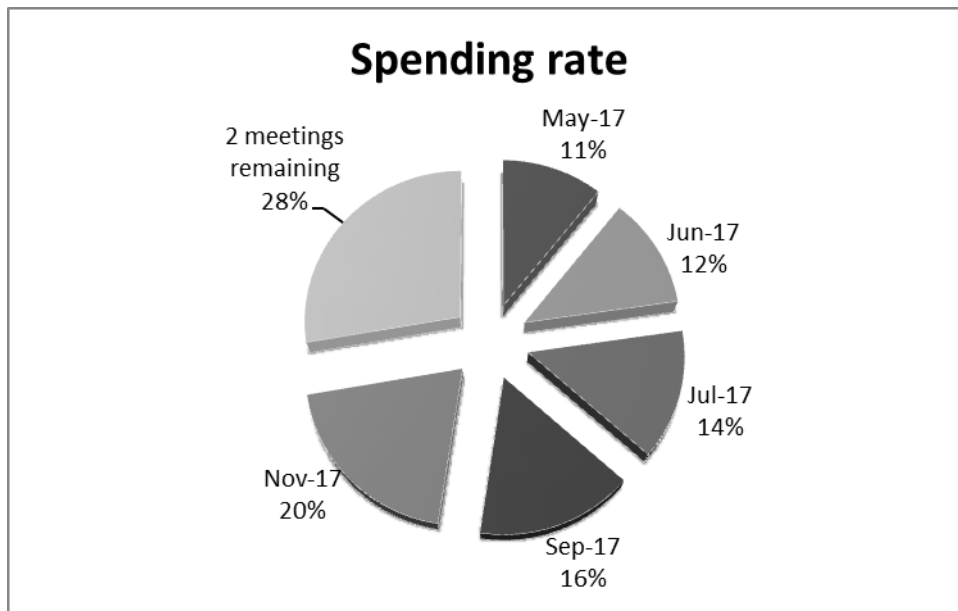
*Of the original grants budget available for your Anniversary programmes, £1,303,000 for infrastructure support is now forecast to be committed in 2018/19.

City Bridge Trust grants budget 2017-18



Core Investing in Londoners Grants Budget 2017/18

- In the first four meetings of 2017/18 the Trust committed 52% of its core budget for Investing in Londoners. Today's meeting proposes a further 20% commitment (50 applications for a total recommended sum of £3,273,010). If approved, this will leave a balance of 28% of the annual budget:



- With two meetings remaining this will require an average spend rate of 14% per meeting. The Trust is comfortable it can achieve this with the team currently in place.
- Table 1 shows the Investing in Londoners grants budget for the current year; the total amount already committed in 2017/18; the amount recommended at this meeting; and the balance remaining.

Table 1: Overall spend against 2017/18 budget

| | Grants budget | Grants spend | Pending applications | % spend of annual budget |
|--|--------------------|--------------------|----------------------|--------------------------|
| Core 2017/18 Investing in Londoners grants budget | | | | |
| Original Grants Budget | £15,000,000 | | | |
| 20th anniversary budget uplift | £1,000,000 | | | |
| Write-Backs & Revocations | £133,520 | | | |
| Other income | £51,000 | | | |
| Carry forward 2016/17 | £274,000 | | | |
| Total Budget Available | £16,458,520 | | | |
| Previous Committee meetings | | | | |
| May 2017+ | | £1,773,300 | | 11% |
| June 2017 | | £1,965,850 | | 12% |
| July 2017 | | £2,270,330 | | 14% |
| Sept 2017 | | £2,613,829 | | 16% |
| Sub-total approved spend | | £8,623,309 | | 52% |
| Remaining budget | £7,835,211 | | | |
| Today's recommendations | | | | |
| November 2017 - recommended grant spend | | £3,273,010 | | 20% |
| November 2017 - recommended non-grant spend* | | £0 | | 0% |
| Total spend recommended today | | £3,273,010 | | 20% |
| | | | | |
| Total annual spend | | £11,896,319 | | 72% |
| Remaining budget | £4,562,201 | | | 28% |
| Summary | | | | |
| Grants committed | | £8,623,309 | | 52% |
| Spend recommended | | £3,273,010 | | 20% |
| Balance remaining | £4,562,201 | | | 28% |

*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

+£108,000 of this is the budget that has been allocated to Strategic Review spend, c/f from 2016/17

5. The Trust is currently assessing Investing in Londoners applications, applications for work with young people and families in North Kensington, and Strategic Initiatives at a total value of £3,153,187.

| Proposed use of remaining budget | | | | |
|---|--|--|-------------------|-----|
| Submitted applications - under assessment | | | £2,043,959 | 12% |
| Strategic initiatives | | | £989,228 | 6% |
| Grenfell/ North Ken fund - young people | | | £120,000 | 1% |
| Available grants balance | | | £1,409,014 | 9% |
| Total | | | £4,562,201 | |

6. Investing in Londoners has several strands and more detail is provided on spend per strand in appendix A.
7. In addition to the core Investing in Londoners budget, the Trust also manages 20th Anniversary funding carried forward since 2015-16 which is designated for use towards employability and infrastructure programmes. A carry-forward budget was agreed for both programmes for 2017/18.

8. Funds under the employability programme have now been fully committed with no balance remaining, however as some of these commitments relate to fees and services, alongside the bursary scheme, some amounts will be formally committed in future years over the 5 year life of this programme.

| Anniversary programme: employability (20th anniversary budget uplift of 40%) | | | | |
|---|-------------------|-------------------|-----------------------------|---------------------------------|
| | Budget | Spend | Pending applications | % spend of annual budget |
| Carry forward from previous years | £2,735,000 | | | |
| 2017/18 new budget | £2,000,000 | | | |
| Total budget available | £4,735,000 | | | |
| Spend at previous meetings in 2017/18 | | | | |
| May-17 | | £4,735,000 | | 100% |
| Recommended spend today | | £0 | | 0% |
| Total spend | | £4,735,000 | | 100% |
| Remaining budget | £0 | | | 0% |
| Summary | | | | |
| Spend committed | | £4,735,000 | | 100% |
| Spend recommended | | £0 | | 0% |
| Balance remaining | £0 | | | 0% |

9. Your Infrastructure Support Anniversary programme has a balance of £1,750,000 remaining (equivalent to 73% of the programme).

| Anniversary programme: infrastructure support (20th anniversary budget uplift of 40%) | | | | |
|--|-------------------|-----------------|-----------------------------|---------------------------------|
| | Budget | Spend | Pending applications | % spend of annual budget |
| Carry forward from previous years | £1,713,000 | | | |
| 2017/18 budget | £2,000,000 | | | |
| 2018/19 forecast commitment | (1,303,000) | | | |
| Total budget available | £2,410,000 | | | |
| Spend at previous meetings in 2017/18 | | | | 0% |
| Jul-17 | | £310,000 | | |
| Sep-17 | | £350,000 | | |
| Recommended grant spend today | | £0 | | 0% |
| Recommended non-grant spend today* | | £0 | | |
| Total spend | | £660,000 | | 27% |
| Remaining budget | £1,750,000 | | | 73% |
| Summary | | | | |
| Spend committed | | £660,000 | | 27% |
| Spend recommended | | £0 | | 0% |
| Balance remaining | £1,750,000 | | | 73% |

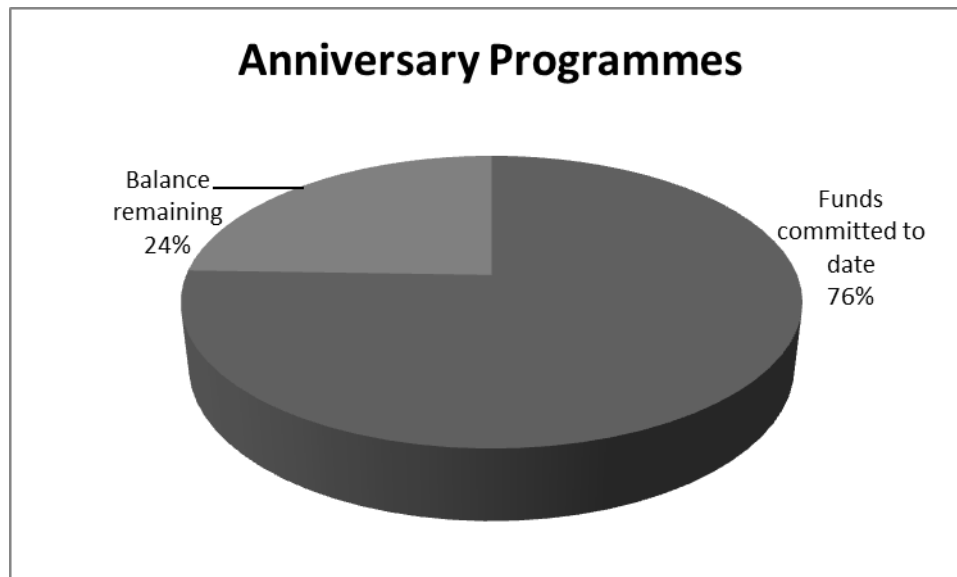
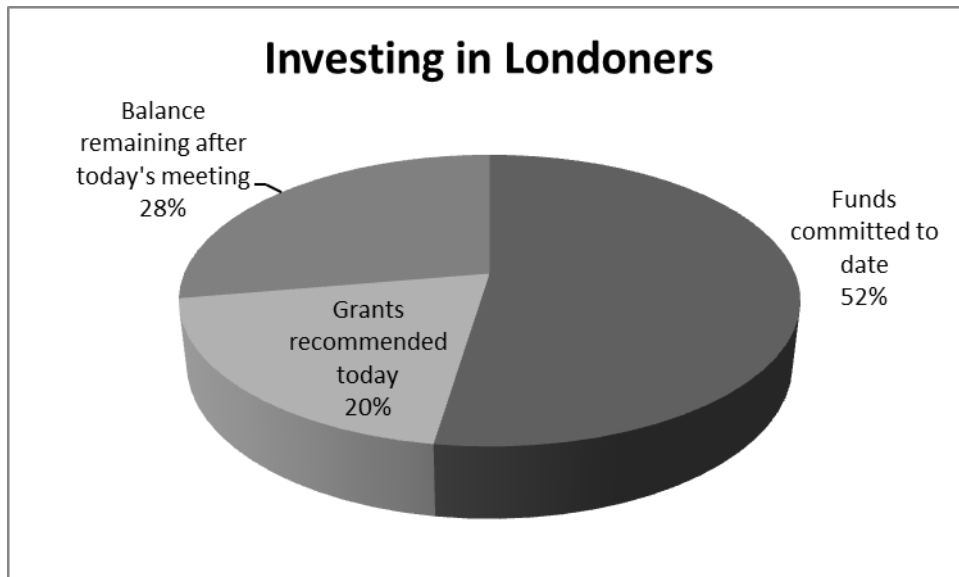
*This represents expenditure such as management costs, evaluation activity or related research that is recommend for approval but will not be awarded as a grant to another charity

10. Finally, the Trust has managed an annual grant award of £1,000,000 to The Prince's Trust since 2014. The future commitment plan for this will be discussed in your paper on budgets.

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

11. Spending progress against the 2017-18 grant allocation can be summarised thus:

| | 2017-18 allocation | Funds committed to date | Funds recommended today | Balance remaining |
|-------------------------------|--------------------|-------------------------|-------------------------|-------------------|
| Investing in Londoners | £16,458,520 | £8,623,309 | £3,273,010 | £4,562,201 |
| Anniversary Programmes | £7,145,000 | £5,395,000 | £0 | £1,750,000 |
| Prince's Trust | £1,000,000 | £0 | £0 | £1,000,000 |
| | £24,603,520 | £14,018,309 | £3,273,010 | £7,312,201 |



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Appendix A – Detailed breakdown of Investing in Londoners’ spend for 2017-18

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

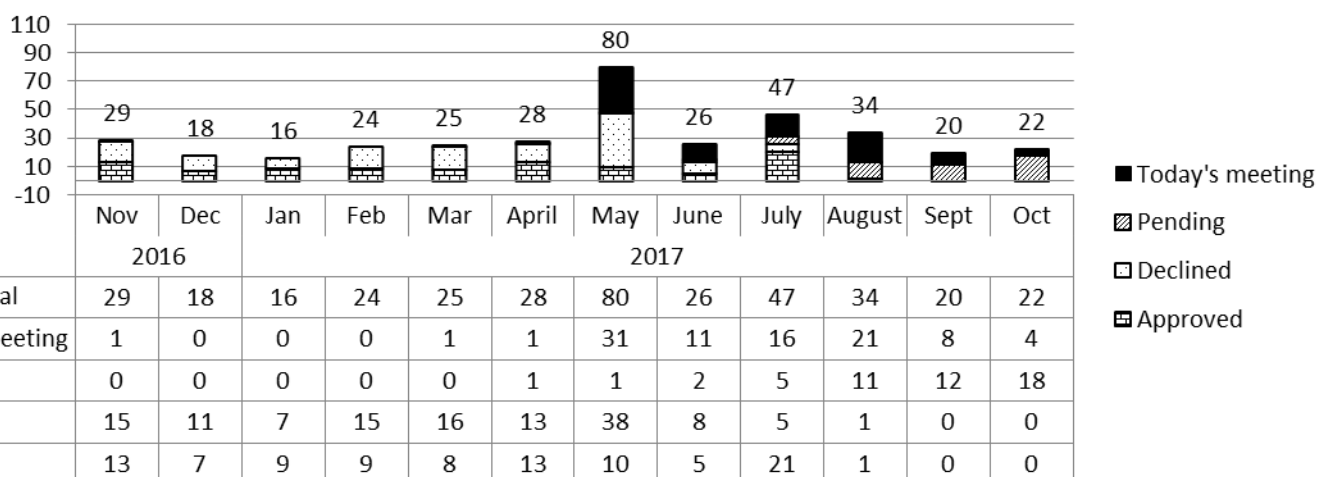
Table 1: Investing in Londoners awards and recommendations by programme

| Fund/Program | Number of grants | | | | Value of grants | | | |
|--|------------------|-----------------|------------|----------------|-------------------|-------------------|--------------------|---------------|
| | Year to date | Today's meeting | Total | % total grants | Year to date | Today's meeting | Total | % total value |
| English for Speakers of Other Languages | 3 | 1 | 4 | 3% | £199,300 | £20,600 | £219,900 | 2% |
| Improving Londoners' Mental Health | 5 | 4 | 9 | 6% | £412,050 | £641,040 | £1,053,090 | 9% |
| Improving London's Environment | 5 | 2 | 7 | 5% | £432,600 | £199,750 | £632,350 | 5% |
| Making London More Inclusive | 8 | 5 | 13 | 9% | £990,900 | £512,860 | £1,503,760 | 13% |
| Making London Safer | 6 | 2 | 8 | 5% | £771,500 | £179,800 | £951,300 | 8% |
| Older Londoners | 11 | 6 | 17 | 11% | £1,064,600 | £521,000 | £1,585,600 | 13% |
| Reducing Poverty | 9 | 3 | 12 | 8% | £1,049,940 | £220,400 | £1,270,340 | 11% |
| Resettlement & Rehabilitation of Offenders | 4 | 0 | 4 | 3% | £370,300 | £0 | £370,300 | 3% |
| Stepping Stones | 0 | 16 | 16 | 11% | £0 | £617,000 | £617,000 | 5% |
| Strengthening London's Voluntary Sector | 11 | 2 | 13 | 9% | £1,332,144 | £228,700 | £1,560,844 | 13% |
| Strategic Initiatives | 11 | 3 | 14 | 9% | £1,628,493 | £114,960 | £1,743,453 | 15% |
| Eco-audits | 4 | 3 | 7 | 5% | £10,200 | £8,200 | £18,400 | 0% |
| Access Audits | 2 | 3 | 5 | 3% | £1,830 | £8,700 | £10,530 | 0% |
| Exceptional Grants | 20 | 0 | 20 | 13% | £214,840 | £0 | £214,840 | 2% |
| Non grant spend | N/A | N/A | N/A | N/A | £144,612 | £0 | £144,612 | 1% |
| Grand total | 99 | 50 | 149 | 100% | £8,623,309 | £3,273,010 | £11,896,319 | 100% |

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

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

Chart 1: Applications received and action taken between 1st November 2016 and 31st October 2017



2. Between 1st November 2016 and 31st October 2017, 369 applications were received for the Investing in Londoners programmes. Excluding the applications being considered at this meeting, 96 applications have been approved, 129 declined and 50 are pending. The spike in applications seen in May 2017 is due to the closing date for a round of the Stepping Stones Fund. Otherwise applications are fairly evenly spread across the year, which is comparable to previous years.
3. There are 4 applications shown as pending and which were received prior to and including June. These are still under assessment as there have been delays in getting some of the information required.
4. Officers are asking you to consider 97 applications at this meeting, as presented in the subsequent annexes and reports. Of these, 20 are recommended for a grant and 30 are reported as having been approved under the scheme of delegations (these include Stepping Stones grants). A further 33 are recommended for rejection, 8 applications have been withdrawn by applicants, and 6 Stepping Stones applications have been rejected under delegated authority Table 2 provides a summary.

Table 2: Action to be taken on applications today**Investing in Londoners**

| Action to be taken | Number | Amount |
|--|---------------|-------------------|
| Applications recommended for grant to Committee | 20 | £2,377,950 |
| Funding approved by delegated authority up to £10,000 (to note) | 6 | £16,900 |
| Funding approved by delegated authority from £10,001 - £25,000 (to note) | 5 | £96,100 |
| Funding approved by delegated authority from £25,001 - £50,000 (to note) | 19 | £782,060 |
| Applications recommended for rejection | 33 | n/a |
| Applications rejected by delegated authority | 6 | n/a |
| Withdrawn applications (to note) | 8 | n/a |
| Applications lapsed (to note) | 0 | n/a |
| Total Investing in Londoners spend | 97 | £3,273,010 |

Grants in Management

5. The total of grants currently under the on-going management of your Grants Officers is shown in Table 3. Prior to the approvals recommended for this Committee, the total sum for grants currently being managed is £30,573,241. Should the Committee approve the applications proposed at today's meeting, this balance will rise to £33,846,251.

Table 3**Grant commitments under management as at 31st October 2017**

| Table for 2017/18 year-to-date | £ | £ |
|--|------------------|--------------------------|
| Prior year grant commitments brought-forward as at 31 March 2017 | | 27,600,000 |
| Grant awarded in 2017/18 | 14,018,309 | |
| Grant write-backs in 2017/18 | <u>(133,520)</u> | |
| | | 13,884,789 |
| Payments made in 2017/18 to Grantees | | (10,911,548) |
| Current grant commitments as at 31st October 2017 | | <u>30,573,241</u> |

INDEX OF GRANT RECOMMENDATIONS

| | Ref No. | Organisation | Requested Amount | Recommended Amount |
|--|---------|--|------------------|--------------------|
| <u>Investing in Londoners</u> | | | | |
| <u>Improving London's Environment</u> | | | | |
| a | 14178 | Hubbub Foundation UK | £77,250 | £77,250 |
| b | 14190 | Widehorizons Outdoor Education Trust | £153,035 | £122,500 |
| <i>Total Improving London's Environment</i> | | | £230,285 | £199,750 |
| <u>Improving Londoners' Mental Health</u> | | | | |
| c | 14182 | Brent Adolescent Centre | £144,736 | £144,740 |
| d | 14237 | Causeway Irish Housing Association | £84,000 | £84,000 |
| e | 14240 | Depaul UK | £120,000 | £120,000 |
| f | 14153 | Mind in Harrow | £330,371 | £292,300 |
| <i>Total Improving Londoners' Mental Health</i> | | | £679,107 | £641,040 |
| <u>Making London More Inclusive</u> | | | | |
| g | 14146 | Access All Areas | £87,600 | £87,600 |
| h | 14167 | Action Disability Kensington & Chelsea | £214,693 | £166,800 |
| i | 14243 | AHOY Centre | £103,704 | £102,000 |
| j | 14160 | The Royal Society for Blind Children | £113,955 | £113,960 |
| <i>Total Making London More Inclusive</i> | | | £519,952 | £470,360 |

Making London Safer

| | | | | |
|----------------------------------|-------|--|----------|----------|
| k | 14215 | Domestic Violence Intervention Project | £102,744 | £103,800 |
| l | 14216 | Everyman Project | £75,845 | £76,000 |
| <i>Total Making London Safer</i> | | | £178,589 | £179,800 |

Older Londoners

| | | | | |
|------------------------------|-------|--|----------|----------|
| m | 14148 | Bikur Cholim Ltd | £87,561 | £87,300 |
| n | 14263 | Bosnia and Herzegovina Community Advice Centre | £116,831 | £116,800 |
| o | 14129 | Carers Support (Bexley) | £166,849 | £166,900 |
| p | 14140 | Contact the Elderly | £199,848 | £87,900 |
| <i>Total Older Londoners</i> | | | £571,089 | £458,900 |

Reducing Poverty

| | | | | |
|-------------------------------|-------|-------------------------------------|----------|----------|
| q | 14138 | Brent Private Tenants' Rights Group | £112,907 | £71,300 |
| r | 14137 | Bromley by Bow Centre | £128,080 | £128,100 |
| <i>Total Reducing Poverty</i> | | | £240,987 | £199,400 |

Strengthening London's Voluntary Sector

| | | | | |
|--|-------|-------------|----------|----------|
| s | 14213 | Media Trust | £148,665 | £148,700 |
| t | 14177 | On Road Ltd | £80,000 | £80,000 |
| <i>Total Strengthening London's Voluntary Sector</i> | | | £228,665 | £228,700 |

Grand Total for Investing in Londoners**£2,648,674 £2,377,950**

Index of Grant Application Forms

| | | |
|----|-------|--|
| a) | 14178 | Hubbub Foundation UK |
| b) | 14190 | Widehorizons Outdoor Education Trust |
| c) | 14182 | Brent Adolescent Centre |
| d) | 14237 | Causeway Irish Housing Association |
| e) | 14240 | Depaul UK |
| f) | 14153 | Mind in Harrow |
| g) | 14146 | Access All Areas |
| h) | 14167 | Action Disability Kensington & Chelsea |
| i) | 14243 | AHOY Centre |
| j) | 14160 | The Royal Society for Blind Children |
| k) | 14215 | Domestic Violence Intervention Project |
| l) | 14216 | Everyman Project |
| m) | 14148 | Bikur Cholim Ltd |
| n) | 14263 | Bosnia and Herzegovina Community Advice Centre |
| o) | 14129 | Carers Support (Bexley) |
| p) | 14140 | Contact the Elderly |
| q) | 14138 | Brent Private Tenants' Rights Group |
| r) | 14137 | Bromley by Bow Centre |
| s) | 14213 | Media Trust |
| t) | 14177 | On Road Ltd |

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MEETING: 23/11/2017

Ref: 14178

ASSESSMENT CATEGORY - Improving London's Environment

Hubbub Foundation UK

Adv: Jack Joslin

Base: Westminster

Amount requested: £77,250

Benefit: London-wide

Amount recommended: £77,250

The Applicant

The Hubbub Foundation UK (HF) was set up three years ago by the former CEO and founder of Global Action Plan. He wanted to create a charity that creates environmental campaigns with a difference. To design positive and playful campaigns that inspire people to make healthier, greener lifestyle choices, saving money and bringing people together. As a charity they concentrate on things people are passionate about that are relevant to their day to day life such as fashion, food and the neighbourhoods they live in. Their campaigns find solutions to issues of littering, recycling, food and clothing waste and ways people can live greener lives in their homes. The charity uses social media, advertising, blogging and partnerships with corporate partners to ensure that they reach the widest possible audience.

The Application

The Plastic Fishing campaign is looking to directly address the issue of the increased amount of plastic in the River Thames and is looking to find positive solutions to address this issue. Developed in partnership with Canary Wharf College this programme wishes to connect students with their local environment, to actively improve the quality of that environment and understand the impact of their daily routines on the environment. HF has commissioned a boat to be built entirely from plastic bottles in partnership with Burton Water. Once built they plan to work with the Dockland Sailing School and students from Canary Wharf College to go on Plastic Fishing trips in the Docklands area. Working with different groups of students over the three year period of the grant they will develop young people's knowledge of the biodiversity of the Docklands Basin and create a catalyst for behaviour change on how younger generations see the river and treat it.

The Recommendation

Although a relatively young charity, HF has had impressive growth since their inception in 2015. They work in creative ways to find solutions to environmental issues and are very astute at developing campaigns that promote behavioural change. This project will provide a positive programme for young people in the Isle of Dogs to learn about the biodiversity of the docklands basin and promote behavioural change. Funding is sought to support the costs of taking the young people out on boat trips, the development of educational materials, associated costs and the marketing of the programme. The funding amount diminishes each year as the charity plans to make the programme self-sufficient through corporate volunteering opportunities. Funding is recommended as follows:

£77,250 over three years (£33,750; £23,500; £20,000) for the Coordination costs, dinghy and crew hire, marketing and associated running costs for the Plastic Fishing project in the Docklands Basin.

Funding History N/A

Background and detail of proposal

One of HF's main aims is to create neighbourhood hubs that aim to encourage communities to cut litter and increase recycling rates. The Plastic Fishing Campaign is part of the Neighbourhood Hub and builds on their successful Neat Streets Campaign that reduced littering in one of London's busiest streets by 26%. The success of this project led to the Port Health Authority asking HF to develop a behaviour change campaign to cut litter ending up in the River Thames. The campaign that was developed is called For Fish's Sake and was launched in May 2017, supported by a wide range of organisations including London Boroughs, Business Improvement districts, TFL, Charities and companies. The Plastic Fish project was inspired by a similar initiative in Amsterdam called Plastic Whale that runs educational trips that fish plastic from canals and turn the discarded bottles into recycled boats.

The Plastic Fishing project will work in partnership with Canary Wharf College and the Dockland Sailing club to ensure that local young people from disadvantaged backgrounds have improved education in their local environment and its biodiversity, while assisting with cutting litter in their local community. This programme fits well with the outcomes of your Improving London's environment programme.

Financial Information

The Charity has seen rapid growth since its inception and generates most of its income through corporate support. Relationships with IKEA, Sainsbury's and EcoSurety generate a monthly income of just over £22,000. The Trustees have set up a risk group to keep track on all new projects to ensure the charity consolidate their activity and do not become overstretched. The Charity also wholly owns a social enterprise called Hubbub Enterprise that will support their unrestricted income generation in the future. Figures below include the consolidated income and expenditure of both the Charity and the Social Enterprise.

| Year end as at 31 October | 2016 | 2017 | 2018 |
|---|------------------|---------------|---------------|
| | Audited Accounts | Forecast | Budget |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 1,480,921 | 1,809,977 | 1,466,300 |
| - % of Income confirmed as at 20/10/2017 | n/a | n/a | 34% |
| Expenditure | (1,371,225) | (1,718,693) | (1,376,769) |
| Total surplus/(deficit) | 109,696 | 91,284 | 89,531 |
| Split between: | | | |
| - Restricted surplus/(deficit) | 6,553 | 39,301 | 12,000 |
| - Unrestricted surplus/(deficit) | 103,143 | 51,983 | 77,531 |
| | 109,696 | 91,284 | 89,531 |
| Cost of Raising Funds | 10,371 | 75,000 | 69,996 |
| - % of income | 0.7% | 4.1% | 4.8% |
| Operating expenditure (unrestricted funds) | 1,159,340 | 1,483,693 | 1,240,269 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 61,111 | 113,094 | 190,625 |
| No of months of operating expenditure | 0.6 | 0.9 | 1.8 |
| Reserves policy target | 150,000 | 150,000 | 150,000 |
| No of months of operating expenditure | 1.6 | 1.2 | 1.5 |
| Free reserves over/(under) target | (88,889) | (36,906) | 40,625 |

MEETING: 23/11/2017

Ref: 14190

ASSESSMENT CATEGORY - Improving London's Environment

Widehorizons Outdoor Education Trust

Adv: Jack Joslin

Base: Greenwich

Amount requested: £153,035

Benefit: Greenwich

Amount recommended: £122,500

The Applicant

Wide Horizons (WH) was formed and registered as a charity in 2004 following a joint initiative between the London Borough of Lewisham and Greenwich. Today the Charity operates eight outdoor centres across England and Wales providing adventure learning programmes to children and young people and the communities they live in. The aim of the charity is to develop well-rounded young people who are environmentally conscious, active members of their communities and have the right skills to build a better future for themselves.

The Application

WH is looking for your support to restore and develop a once well-loved nature reserve in Thamesmead called Tump 53. Working in partnership with Peabody, WH are looking to develop the site to create a community-focused project that will provide a range of engaging outdoor learning experiences and activities that will inspire and educate local people about the natural world and the environment. Tump 53 is located in the heart of the Thamesmead estate on the border of Greenwich and Bexley. The estate is extremely deprived and most families live in tower blocks with little access to green spaces and gardens. Your funding is sought for an Adventure Learning Manager and additional costs to open up Tump 53 to local schools and the local community. WH will offer a diverse programme of events and projects that will improve the local community's knowledge of the green environment and local biodiversity.

The Recommendation

WH has a long track record of delivering Outdoor Adventure Learning Initiatives across London and nationally. Working in partnership with Peabody they are looking to develop the Tump 53 site in Thamesmead into an outdoor wildlife and environmental learning centre. Your funding is being sought for a Manager to oversee all of the different planned programmes that will encourage schools, children and young people and the local community to learn more about the green environment and biodiversity - which fits with the outcomes for your programme Improving London's Environment. A revised budget is included in Appendix A after a discussion with your officer at assessment. Funding is recommended as follows:

£122,500 over 3 years (£42,900; £40,700; £38,900) towards a full-time Adventure Learning Manager (35hpw) associated running costs and overheads. The grant is conditional on receiving confirmation of the revised loan agreement with Greenwich Council.

Funding History

| Meeting Date | Decision |
|--------------|---|
| 13/05/2015 | Application was withdrawn pending a financial review. |

Background and detail of proposal

Tump 53 is a former munitions site in the heart of Thamesmead which was reclaimed and transformed into an ecology centre in the 1970's. It is set in mixed woodlands and surrounded by a reed-fringed moat creating a perfect environment for a range of wildlife. Tump 53 is set in the heart of the Thamesmead estate which has high levels of deprivation. The Tump has always been a popular space used by the local community but has lacked any continuity in management. The Thamesmead Estate was taken over by Peabody from Gallions Housing in 2015 and a regeneration of the estate is now underway. Peabody have now taken ownership of Tump 53 and invested much needed resource into improving the site and refurbishing the classroom and kitchen facilities. They formed a partnership with WH this year as they required a partner experienced in managing outdoor spaces and developing educational programmes for local communities. WH is well placed to do this work and is planning to develop a number of programmes on the site. With your support they will firstly set up an Environmental Education Programme targeting local schools and youth centres; secondly, a Community Programme that will encourage more local people to be active and engage with the natural environment and thirdly to develop a volunteering programme to get more local people giving back to their local community. A partnership with Thames21 has also been formed to provide education on the nearby parts of the Thames.

Financial Information

The Charity is expecting to make a deficit in the year ending 31 July 2017 as a result of not achieving their ambitious target for sales through their marketing strategy. A cost saving review has been implemented across the organisation and a new CEO has recently come into post with plans to deliver a surplus in 2018 in order to re-build free reserves. The charity took out a loan with the Social Investment Group in 2010 for capital works to upgrade and re-furbish two outdoor centres in Kent and Dorset. The loan has been restructured in principle by Greenwich and Lewisham Council who will re-pay the SIB and allow the loan to be paid back on a fixed interest rate over 26 years. This will significantly improve the organisational cash flow.

| Year end as at 31 July | 2016 | 2017 | 2018 |
|---|------------------|------------------|---------------|
| | Audited Accounts | Draft | Budget |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 3,122,000 | 2,883,479 | 3,235,652 |
| - % of Income confirmed as at | n/a | n/a | 61% |
| Expenditure | (2,952,429) | (3,048,172) | (3,157,274) |
| Total surplus/(deficit) | 169,571 | (164,693) | 78,378 |
| Split between: | | | |
| - Restricted surplus/(deficit) | 26,921 | 60,725 | (328) |
| - Unrestricted surplus/(deficit) | 142,650 | (225,418) | 78,706 |
| | 169,571 | (164,693) | 78,378 |
| Cost of Raising Funds | 41,651 | 131,960 | 137,000 |
| - % of income | 1.3% | 4.6% | 4.2% |
| Operating expenditure (unrestricted funds) | 2,706,945 | 2,867,421 | 2,911,595 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 18,379 | (207,039) | (128,333) |
| No of months of operating expenditure | 0.1 | -0.9 | -0.5 |
| Reserves policy target | 330,000 | 330,000 | 330,000 |
| No of months of operating expenditure | 1.5 | 1.4 | 1.4 |
| Free reserves over/(under) target | (311,621) | (537,039) | (458,333) |

MEETING: 23/11/2017

Ref: 14182

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Brent Adolescent Centre

Adv: Geraldine Page

Base: Brent

Amount requested: £144,736

Benefit: Brent

Amount recommended: £144,740

The Applicant

Brent Adolescent Centre (BAC) was set up in 1967 to support young people aged 14-21 with mental health problems who would not otherwise access mainstream services. As well as therapeutic one-to-one support at its headquarters, BAC provides mental health services in local schools. Through its direct services and highly-regarded research BAC has established a well-deserved reputation for excellence in the field of young people's mental health. BAC's sole purpose is responding to the gap in specialist mental health and wellbeing service for young people during the difficult phase of transitioning into adulthood, by providing age specific and preventative adolescent therapeutic treatment.

The Application

This application is proposing to expand on BAC's longstanding experience in supporting young people facing mental health problems in schools. Schools are selected as a suitable place for therapy since they are a familiar environment and support young people otherwise unable to engage in traditional services due to home life, long journeys, time off school and cost. BAC will provide a holistic Adolescent Mental Health Service in five Brent schools for three years. The services will be developed as part of BAC's on-going programme of core adolescent therapeutic/counselling services, in one-to-one and group sessions. The service goes beyond a traditional school-counselling model, offering a unique service that includes risk assessment, identification of developmental issues, psychotic functioning and familial and social disturbances. BAC employs a highly qualified and dedicated team with specialist knowledge of issues such as self-harm, eating disorders, early psychosis and complex behavioural problems.

The Recommendation

BAC is able to tailor work to suit each school environment. Referral pathways and the focus of the work is determined in partnership with each school to make sure they are as effective as possible. Direct work with school staff also ensures that they are better equipped to manage challenging behaviour and spot signs of mental health issues. The current service in schools is funded in part from trusts and donations and small contributions from the schools themselves. A grant from the Trust will allow BAC to continue and build on these services and support 270 young people with mental health difficulties.

£144,740 over three years (£47,200 £48,240; £49,300) towards the costs of providing therapy and professional interventions to young people with mental health needs in five schools in Brent.

Funding History

| Meeting Date | Decision |
|--------------|--|
| 11/11/2010 | £113,000 over three years (£50,000; £38,000; £25,000) towards the costs of providing therapy and professional interventions to young people with mental health needs in three additional schools in Brent. |

Background and detail of proposal

Mental health problems in young people result in lower educational attainment, are strongly associated with behaviours that pose health risks including smoking, drug and alcohol abuse and risky sexual behaviour, all leading to a broad range of poor adult outcomes. Approximately, three children in every class suffer from a diagnosable mental health disorder and 75% of mental health problems in adulthood start before reaching 18 years old. Adolescents from socially and economically disadvantaged families are three times more likely to develop mental health problems and Brent is amongst the top 15% most-deprived areas in the UK. Prevalence of mental ill health among children and young people in Brent is higher than both the London and England averages and a total of 8,455 children and young people may need mental health support. However, wait time with Brent CAMHS is 5-11+ weeks and treatment starts 93 days after referral. Even then, focus on those at high risk of harm and with severe and persistent disorder means, young people requiring preventative early intervention have no chance of accessing CAMHS' services. The average demand for BAC services in Brent secondary schools is 500 plus per year and currently it is only able to offer services to about 25%. Hence this application to continue and increase its ability to offer therapeutic support to adolescents in Brent schools.

Financial Information

Adolescent therapy in schools is an essential element of BAC core services. The Board of Trustees is working with its recently expanded fundraising team to develop and implement a strategic fundraising plan, diversifying income streams, incorporating an annual giving programme to help ensure long term sustainability for its core services. BAC has informed us of a potential adjustment in their draft accounts 2017 meaning an unexpected future liability of approximately £38,800. This relates to the application of accruals for staff annual leave carried forward to the following financial year. If this is applied it would reduce BAC reserves to just below Trustees target.

| Year end as at 31 March | 2016 | 2017 | 2018 |
|---|-----------------------|--------------|-------------|
| | Audited Accounts £ | Draft £ | Budget £ |
| Income & expenditure: | | | |
| Income | 684,529 | 686,042 | 805,882 |
| - % of Income confirmed as at 13/10/2017 | n/a | n/a | 79% |
| Expenditure | (640,231) | (678,773) | (805,225) |
| Total surplus/(deficit) | 44,298 | 7,269 | 657 |
| Split between: | | | |
| - Restricted surplus/(deficit) | 0 | 0 | 0 |
| - Unrestricted surplus/(deficit) | 44,298 | 7,269 | 657 |
| | 44,298 | 7,269 | 657 |
| Cost of Raising Funds | 34,357 | 74,689 | 75,000 |
| - % of income | 5.0% | 10.9% | 9.3% |
| Operating expenditure (unrestricted funds) | 448,292 | 413,218 | 447,925 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 98,957 | 106,226 | 106,883 |
| No of months of operating expenditure | 2.6 | 3.1 | 2.9 |
| Reserves policy target | 74,715 | 68,870 | 74,654 |
| No of months of operating expenditure | 2.0 | 2.0 | 2.0 |
| Free reserves over/(under) target | 24,242 | 37,356 | 32,229 |

MEETING: 23/11/17

Ref: 14237

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Causeway Irish Housing Association

Adv: Kate Moralee

Base: Haringey

Amount requested: £84,000

Benefit: Haringey, Hackney, Islington, Tower Hamlets

Amount recommended: £84,000

The Applicant

Established in 1986, Causeway Irish Housing Association (CIHA) is a not-for-profit organisation providing temporary accommodation primarily for young single homeless people in London. It currently manages 250 general needs homes, mainly bedsits and rooms in shared houses, though it has some fully self-contained accommodation. It provides housing and skills development to young people in need, specifically those from migrant and refugee backgrounds. It has recently secured two new contracts to deliver outreach and transitional accommodation services in Croydon.

The Application

CIHA is looking for your support to provide a programme of short term mental health interventions and activities. In order to deliver this programme of activities CIHA is seeking your support for a p/t Mental Health Worker and associated costs.

The Recommendation

CIHA has a 30 year track record of providing housing and support services to migrants and refugees. It is a BME led organisation which is a Community Benefit Society adopting cooperative principles. This project has been informed by learning from and complements a Lifeskills service currently being delivered by CIHA. It will provide mental health support and activities to address the impact of grief, trauma and loss experienced by migrants and refugees. This application fits well with your priority for Improving Londoners Mental Health and funding is recommended:

£84,000 over three years (3 x £28,000) for a p/t (30 hpw) Mental Health Worker and associated running costs of a mental health and emotional wellbeing service for refugee and migrant tenants.

Funding History

| Meeting Date | Decision |
|--------------|---|
| 23/11/2017 | Stepping Stones: £40,000 over 10 months to provide staff management days and purchase consultancy expertise to build capacity in understanding of social investment.. |
| 24/05/2016 | Declined as was for employment/ skills training and, as such, fell outside your priorities. |

Background and detail of proposal

This proposal responds to information secured through the tenants' survey where over 50% reported experiencing mental ill health with the most common conditions being extreme anxiety linked to post traumatic stress and coping with grief. This creates difficulties for individuals in terms of building and maintaining relationships,

socialising and accessing and maintaining employment. This information is backed up by observations from the delivery of the existing Lifeskills service.

This project will provide for specific interventions led by the Mental Health worker and supported by volunteers. Interventions include: an initial wellbeing interview identifying individual aspirations and barriers, development of individual plans and support to achieve aspirations, regular reviews where tenants will review progress and guide next stages and support to access mainstream mental health services. CIHA does and will continue to work with specialist refugee agencies, and other local community services making and receiving referrals and accompanying individuals to appointments and meetings. CIHA has become more skilled at accessing mental health services and this project will contribute to strengthening relationships with Local Authority and Health providers, to ensure continued and improved access to statutory mental health services.

In addition the Mental Health Worker will develop and support wellbeing groups in CIHA accommodation projects in Hackney and Haringey, to improve knowledge of emotional and mental wellbeing, provide a safe space for service users to talk about their issues and provide peer support. These sessions will be developed in partnership with individuals who use the services and supported by volunteers. The project will also provide training to staff which will increase staff knowledge and understanding of mental and emotional wellbeing and increase staff confidence facilitating improved relationships.

Financial Information

The organisation has £57,994 held in a property acquisition reserve, with the aim of purchasing new properties in the future. You awarded this organisation a Stepping Stones Grant recently to support an asset review with a view to refinancing and realising some equity to purchase a new property. It intends to use some of the equity released to strengthen its free reserves.

| Year end as at 31st March | FY 15/16 | FY 16/17 | FY 17/18 |
|---|------------------|------------------|----------------|
| | Audited Accounts | Audited Accounts | Forecast |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 1,693,658 | 1,814,750 | 1,528,523 |
| - % of Income confirmed | n/a | n/a | 98% |
| Expenditure | (1,605,443) | (1,809,826) | (1,416,701) |
| Total surplus/(deficit) | 88,215 | 4,924 | 111,822 |
| Split between: | | | |
| - Restricted surplus/(deficit) | (921) | 22,349 | 65,533 |
| - Unrestricted surplus/(deficit) | 89,136 | (17,425) | 46,289 |
| | 88,215 | 4,924 | 111,822 |
| Cost of Raising Funds | | 0 | 9,464 |
| - % of income | 0.0% | 0.0% | 0.6% |
| Operating expenditure (unrestricted funds) | 1,537,308 | 1,752,005 | 1,297,544 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 177,867 | 149,196 | 195,485 |
| No of months of operating expenditure | 1.4 | 1.0 | 1.8 |
| Reserves policy target | 768,654 | 876,003 | 648,772 |
| No of months of operating expenditure | 6.0 | 6.0 | 6.0 |
| Free reserves over/(under) target | (590,787) | (726,807) | (453,287) |

MEETING: 23/11/2017

Ref: 14240

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Depaul UK

Adv: Kate Moralee

Base: Southwark

Amount requested: £120,000

Benefit: Greenwich

Amount recommended: £120,000

The Charity

DePaul UK began in 1989 at the initiative of the late Cardinal Basil Hulme as a response to the growing numbers of homeless people on the streets of London. It grew into a national charity and in 2002 it began expanding internationally. Its vision is that everyone should have a place to call home and a stake in their community with a mission of ending homelessness and changing the lives of those affected by it. Its goal is to empower people who face homelessness, improving their quality of life and helping them to stay off the streets for good.

The Application

The Trust is asked to support a f/t Wellbeing and Mental Health Coordinator plus associated costs to implement a *Get Mindfuel, Energize Your Mind* service to ensure that young people with mental health issues are successfully referred to statutory mental health services, that staff are supported to better understand mental health and wellbeing and that young people are provided with greater knowledge and skills to recognise and manage their own emotional and mental wellbeing effectively.

The Recommendation

DePaul is well placed to deliver this service, with over 25 years' experience of working with this client group. The project is informed by and builds on a successful pilot delivered in 2015 in the North East of England. The pilot developed a range of resources which can be used and adapted for this project. The project focuses on building emotional resilience and coping strategies, putting in place strategies to prevent mental health deteriorating and supporting young people to access services if and when a crisis occurs. The proposal also has investment from Deloitte, who will contribute financial support on a case by case basis, to access mental health interventions privately if the waiting times for statutory services are an issue. The proposal fits well with your priority for Improving Londoners Mental Health and funding is recommended as follows:

£120,000 over 3 years (£40,000 per year) for a f/t Wellbeing and Mental Health Coordinator and associated costs for the delivery of a *Get Mindfuel* service for young people accessing Depaul services in London.

Funding History

| Meeting Date | Decision |
|--------------|--|
| 31/10/2012 | £100,000 over three years (£10,000; £40,000; £50,000) towards the salary and related costs of the London Regional Manager. |
| 02/03/2006 | £132,000 over 3 years (42,000; £44,000; £46,000) for the salary and related costs of managing and developing resettlement services for London's young offenders. |

Background and detail of proposal

Since starting work with young people in London back in 1989, the strong links between homelessness and mental health issues have been evident. In 2012 Depaul teamed up with researchers from AstraZeneca to evidence health inequalities experienced by homeless young people. The results listed the mental and physical disadvantages of homeless young people compared to non-homeless people in the same age range:

- 40% are likely to be suffering from depression (compared to 21%)
- 27% diagnosed with a mental health condition (compared to 7%)
- 48% using cannabis (against 6%).

A 2017 analysis of DePaul's client data revealed 285 (62%) of a 552 sample had a recognised mental health need. Mental Health is the key health issue of concern to the young people accessing DePaul's services, and the research found that mental health issues start or increase when a young person becomes homeless due to feelings of rejection, low self-esteem, loneliness, dwelling on the past, or being subjected to further abuse or violence.

This project builds on the original pilot, has a greater focus on wellbeing rather than clinical interventions and places an emphasis on positive wellbeing and building resilience - a preventative, proactive and educational intervention to reduce a crisis occurring.

There are three strands to this project:

- Providing activities and workshops for young people
- Training staff to better understand mental ill health, recognise symptoms and advocate to improve access to mental health interventions.
- Young people supported to access specialist mental health treatments

This project sits within the organisation's Mental Health and Wellbeing Policy, alongside a new training framework Endeavour and young people led Get Up and Go service. The Mental Health and Wellbeing Policy developed as a result of the findings of the *Get Mindfuel* pilot, recognises positive mental health and emotional wellbeing as fundamental to the development of young people, the Endeavour training framework adopts and embeds a Psychologically Informed Environment (PIE) approach and the Get Up and Go service provides a wide range of client led activities with a remit of supporting young people to progress towards employment and /or training.

The service will receive referrals from all Depaul accommodation projects in the London Boroughs of Brent, Camden, Greenwich and Westminster, as well as from community health partners. It will refer young people to internally provided workshops and support them to access activities provided in their local community. The service will be iterative responding to feedback from and involvement of the young people using the service.

Financial Information

Although Depaul has identified a high reliance on statutory funding this consists of 15 different individual sources, spreading the risk considerably. Depaul has grown its voluntary income significantly over the last five years and has recently set up a People's Postcode Lottery to diversify income sources and improve sustainability.

| Year end as at 31st Dec | FY 2016 | FY 17 | FY 18 |
|---|------------------|------------------|----------------|
| | Audited Accounts | Forecast | Forecast |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 12,444,000 | 12,126,000 | 14,997,000 |
| - % of Income confirmed | n/a | n/a | 30% |
| Expenditure | (11,879,000) | (12,348,000) | (14,547,000) |
| Total surplus/(deficit) | 565,000 | (222,000) | 450,000 |
| Split between: | | | |
| - Restricted surplus/(deficit) | 391,000 | (276,000) | 0 |
| - Unrestricted surplus/(deficit) | 174,000 | 54,000 | 450,000 |
| | 565,000 | (222,000) | 450,000 |
| Cost of Raising Funds | 801,000 | 650,000 | 650,000 |
| - % of income | 6.4% | 5.4% | 4.3% |
| Operating expenditure (unrestricted funds) | 10,312,000 | 10,326,000 | 12,034,000 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 784,000 | 838,000 | 1,288,000 |
| No of months of operating expenditure | 0.9 | 1.0 | 1.3 |
| Reserves policy target | 800,000 | 800,000 | 800,000 |
| No of months of operating expenditure | 0.9 | 0.9 | 0.8 |
| Free reserves over/(under) target | (16,000) | 38,000 | 488,000 |

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MEETING: 23/11/2017

Ref: 14153

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Mind in Harrow

Adv: Jack Joslin

Base: Harrow

Amount requested: £330,371

Benefit: Harrow

Amount recommended: £292,300

The Applicant

Mind in Harrow (MiH) is an independent charity affiliated to the national Mind. Established in 1969 the charity works with around 7,500 people across Harrow who are disadvantaged by mental ill-health be it depression, anxiety, bi-polar disorder or those who require complex dual diagnosis support. The ethos of the charity is that no one should face a mental health problem alone and so it provides a range of high-quality culturally appropriate services to challenge mental health stigma and ensure the views of those with lived experience are heard by decision makers. MiH currently deliver a range of programmes across the London Borough of Harrow from: Therapeutic Support, Peer Involvement, BAME/ Refugee Projects and Improved Well-being services. They are the lead partner in the Harrow HeadsUp consortium that is looking to support young people across Harrow to improve their mental health. MiH is well placed to lead this consortium as they have a professional oversight of mental health services in Harrow and have experience of delivering successful partnership programmes and consortiums in the past.

The Application

MiH is seeking your support to set up and deliver the Harrow HeadsUp Consortium that will offer a range of specialist mental health services to young people across Harrow. MiH will work as the lead organisation in the partnership providing management oversight, quality assurance and financial management of the programme. The project will work with three specialist mental health providers to offer a wide range of support for young people in Harrow while receiving strategic support from the Young Harrow Foundation (one of the 3 Foundations you fund via the John Lyon's Charity). This innovative partnership model will provide specialist mental health support for over 3,000 young people across Harrow over three years while providing a framework for a lasting Consortium structure. At assessment your officer met with all of the partner charities and was impressed by the consistency of service provision across the proposed consortium. The need for mental health support for young people in Harrow is oversubscribed and often generic at the point of entry. This programme looks to offer a specialist service that will complement existing services while providing an innovative model for other providers to learn from. Funding is sought for MiH to employ a full-time staff member to manage and coordinate the programme with additional funding for posts across the consortium to help them increase their specialist provision and support.

The Recommendation

MiH is a well-established and well run Mental Health provider in Harrow. They have a long history of providing excellent services in the borough and your officer was impressed by their astute governance arrangements. The Harrow HeadsUp Partnership is an innovative approach to delivering services for young people across a whole borough. During the assessment one of the original partners had to

withdraw from the partnership due to staffing issues, hence a new and reduced budget is shown in Appendix A to the application, breaking down the new budget amounts. Although no other funding is being sought at this stage each of the partner organisations in the consortium is providing substantial in-kind support to this project. If you agree a grant it will provide the building blocks for this innovative work to leverage in additional funding once it has got off the ground. It is a larger grant than usual but that is because it is for a consortium of organisations and within your policies. An independent evaluation of this work is built into the proposal to provide learning around the project implementation, delivery and outcomes for young people. Funding is recommended:

£292,300 over three years (£96,200; £97,600; £98,500) for the full time Outreach and Early Intervention Coordinator (35hpw) at MiH and three posts (0.8 FTE) across the remaining consortia members, evaluation, project costs and overheads.

Funding History

| Meeting Date | Decision |
|--------------|---|
| 26/11/2015 | Application declined as the request was principally for core costs. |
| 17/02/2011 | £81,000 over 2.5 years (£10,000; £34,000; £37,000) for the salary of a p/t (17.5hpw) Project Co-ordinator plus the running and delivery costs of arts courses to support independent living skills. |

Background and detail of proposal

The Harrow HeadsUp Consortium looks to provide a specialist and seamless mental health service to support marginalised and disadvantaged Londoners in Harrow to reduce the mental health inequalities they face. The Consortium was set up after a group of providers in the borough conducted a number of community consultations on what services were needed for young people around mental health. Extensive consultation with young people, schools, colleges, youth services and mental health professionals indicated that the real need in Harrow was to provide more specialist support to young people. Existing Mental Health provision for young people is delivered either by CAMHS at the acute end or by Barnardo's who offer a standardised service across the borough to young people. Both services are highly oversubscribed with large waiting lists creating a need for more specialist provision to fill the void. At assessment your officer was clear that the service being applied for was very much additional to any commissioned services in Harrow and would provide much needed additional specialist and early intervention support. The Consortium is made up of five charities. The charities involved are:

Mind in Harrow who will head up the Consortium and will manage the initial triage of referrals to the Harrow HeadsUp partnership. They will be responsible for administering funding across the Consortium as well as providing quality assurance support to partner charities. They will deliver the specialist outreach and early intervention workshops and set up a peer volunteering programme. The Outreach and Early intervention Coordinator will work full-time managing volunteers, triaging referrals and developing the outreach and early intervention programme.

MOSAIC LGBT Youth Centre will provide specialist support to LGBT young people in Harrow. They will receive funding through the consortium to increase the hours of their Senior LGBT worker, a professional psychotherapist, to oversee the increase in volunteer counselling sessions they can provide.

Centre for ADHD and Autism Support will increase the hours of their ADHD and Autism Worker to provide more counselling sessions for young people in Harrow who are diagnosed with ADHD or Autism.

Paiwand will provide specialist support for young refugees, asylum seekers and unaccompanied minors. This funding will allow them to increase the hours of their Psychotherapist to offer more specialist counselling services.

Young Harrow Foundation will continue to provide ongoing strategic support to the consortium, although will not receiving funding from this proposal as you are already contributing to their core costs.

At assessment another local organisation, the WISH Centre, was part of the Consortium but had to withdraw due to staff changes. They emphasised the need for a programme like this in Harrow and intend to become a part of the Consortium later down the line once they have resolved their staffing deficit.

Financial Information

Financial information is provided for Mind in Harrow as the lead partner and who will have responsibility for the grant. Over half of the unrestricted reserves shown in the table below are listed as designated in MiH's audited and draft accounts. Designated reserves are held for development and sustainability purposes as well as an Office Relocation Fund. At 31 March 2017 the Trustees resolved to increase the Employment and Pension Fund by £15,000 to £140,000 in light of recent actuarial figures provided by the Pensions Trust.

| Year end as at 31 March | 2016 | 2017 | 2018 |
|---|------------------|----------------|-----------------|
| | Audited Accounts | Draft Accounts | Budget |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 1,034,764 | 1,047,098 | 953,789 |
| - % of Income confirmed as at 13/10/2017 | n/a | n/a | 96% |
| Expenditure | (961,974) | (960,733) | (990,652) |
| Total surplus/(deficit) | 72,790 | 86,365 | (36,863) |
| Split between: | | | |
| - Restricted surplus/(deficit) | (15,028) | 2,149 | 0 |
| - Unrestricted surplus/(deficit) | 87,818 | 84,216 | (36,863) |
| | 72,790 | 86,365 | (36,863) |
| Cost of Raising Funds | 17,100 | 17,834 | 20,000 |
| - % of income | 1.7% | 1.7% | 2.1% |
| Operating expenditure (unrestricted funds) | 683,910 | 669,607 | 678,443 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 552,790 | 637,006 | 600,143 |
| No of months of operating expenditure | 9.7 | 11.4 | 10.6 |
| Reserves policy target | 500,000 | 500,000 | 500,000 |
| No of months of operating expenditure | 8.8 | 9.0 | 8.8 |
| Free reserves over/(under) target | 52,790 | 137,006 | 100,143 |

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MEETING: 23/11/2017

Ref: 14146

ASSESSMENT CATEGORY - Making London More Inclusive

Access All Areas

Adv: Sandra Davidson

Base: Hackney

Amount requested: £87,600

Benefit: Hackney

Amount recommended: £87,600

The Applicant

Access All Areas (AAA) (originally known as Rainbow Drama Group) is a theatre company for adults with learning disabilities. It most recently changed its legal structure to a Charitable Incorporated Organisation (CIO). AAA delivers a broad range of creative and exciting activities and innovative projects for people with all levels of learning disabilities. Its works is multifaceted, designed to be accessible and to provide creative opportunities for adults with learning disabilities. Its programmes help support participants' personal and social development by raising confidence and self-esteem. By increasing independence and developing communication skills, users are better equipped to participate within their community and enjoy positive relationships with support services. The charity engages upto 900 participants each year, supporting them to reach their potential whilst ensuring their access needs are met. Programme activity is delivered throughout the academic year with workshops held during term time across different locations. Participants are aged between 18 and 80. As well as making large-scale immersive performance and touring shows, AAA offers bespoke consultancy and training to organisations across the arts and the voluntary sector on best practice guidelines for working with people with learning disabilities and autism.

The Application

Funding is requested for the Take Part programme. The 'Take Part' programme is a comprehensive outreach programme that provides a creative, participatory outlet for adults with learning disabilities. Take Part supports all levels of needs and is delivered by a small dedicated team with extensive experience of delivering cross-arts projects.

The Recommendation

AAA's Take Part programme offers participants the opportunity to engage in workshops and projects. Participation helps to develop social skills improve well-being and create a sense of achievement. The five distinct projects include:

- Black Cab- a fun community drama group for adults with learning disabilities leading to professionally-led public performances;
- Departure lounge – a weekly drama and communication programme sensitive to the needs of people on the autism spectrum;
- Spinning Wheel – a multi-sensory project for adults with profound and multiple learning disabilities using music and movement in a person-centred approach to develop communication and stimulate the senses;
- Spring back – creative training workshops to provide participants with coping mechanisms and resilience techniques to maintain well-being;
- Out and About – a new accredited outreach and transition programme for young people entering into adult life.

Funding is advised as requested:

£87,600 over three years (3x £29,200) towards the salary and running costs of the Take Part programme providing creative workshops for adults with learning disabilities.

Funding History

| Meeting Date | Decision |
|--------------|--|
| 08/07/2010 | £30,850 over three years (£10,000; £10,280; £10,570) towards a weekly performing arts project for people with learning disabilities. |

Background and detail of proposal

A central drive of AAA's work is to develop and raise aspirations. A long-term outcome is to increase employment opportunities for future generations of learning disabled people within the performing arts and challenge misconceptions surrounding learning disability. Upcoming work by AA includes: "MADHOUSE re exit"- an immersive satirical theatre experience exploring the institutionalisation of people with learning disabilities, supported by DreamThinkSpeak and the Barbican.

AAA's bespoke drama based methodology provides some of the only life-skills training for adults with learning disabilities in its locality. All of AAA's beneficiaries have a learning disability and a significant number often have additional physical disabilities. 68% of beneficiaries are from a BAME background. Many participants face numerous barriers to communication and have little engagement with wider society. Workshops are designed to use drama to develop basic key life skills that enable greater social integration and positive relationships. The work is constantly evaluated through internal review and critique.

Financial Information

Access All Areas is one of London's key delivery organisations with a proven track record of delivering programmes for adults with learning disabilities. AAA joins the Arts Council National Portfolio (NPO's) in April 2018 with a four year grant of £125,000 per annum. This will provide stability for the charity. Their income has increased significantly following support from Elevate and Catalyst grants. The charity has a strong plan to generate income through the sale of successful workshops. The costs of raising funds relates to hiring an external fundraiser to apply to trusts and foundations.

| Year end as at 31st March | FY 15/16 | FY 16/17 | FY 17/18 |
|---|--------------|----------------|--------------|
| | Examined | | |
| | Accounts | Draft Accounts | Forecast |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 288,783 | 347,904 | 632,201 |
| - % of Income confirmed | n/a | n/a | 92% |
| Expenditure | (286,810) | (341,467) | (623,119) |
| Total surplus/(deficit) | 1,973 | 6,437 | 9,082 |
| Split between: | | | |
| - Restricted surplus/(deficit) | (27,026) | (16,158) | (12,805) |
| - Unrestricted surplus/(deficit) | 28,999 | 22,595 | 21,887 |
| | 1,973 | 6,437 | 9,082 |
| Cost of Raising Funds | 0 | 250 | 2,125 |
| - % of income | 0.0% | 0.1% | 0.3% |
| Operating expenditure (unrestricted funds) | 41,545 | 244,273 | 288,848 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 29,352 | 51,947 | 73,834 |
| No of months of operating expenditure | 8.5 | 2.6 | 3.1 |
| Reserves policy target | 20,773 | 122,137 | 144,424 |
| No of months of operating expenditure | 6.0 | 6.0 | 6.0 |
| Free reserves over/(under) target | 8,580 | (70,190) | (70,590) |

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MEETING: 23/11/2017

Ref: 14167

ASSESSMENT CATEGORY - Making London More Inclusive

Action Disability Kensington & Chelsea

Adv: Sandra Jones

Base: Kensington & Chelsea

Amount requested: £214,693

Benefit: Kensington & Chelsea

Amount recommended: £166,800

The Applicant

Run and managed by disabled people, Action Disability Kensington & Chelsea (ADKC) was established in 1981 to provide services and opportunities for disabled people in Kensington and Chelsea.

ADKC's current services and activities include an advice and information service; a lifelong learning programme; a young people's group; an advocacy service; and brokerage support for Individual Budgets and working with individuals on personal budgets to enable them to live independently. In addition, it provides consultative and training services and plays a key role in the development of services at the borough level. It is represented on the relevant local authority and health authority partnerships and networks and it campaigns for the rights of disabled people.

The Application

ADKC seeks a three year grant to run 'Independent Lives Kensington and Chelsea' which has evolved from 'Taking Control' - a Lottery funded project that has recently come to an end. The charity consulted with its members and concluded that the most successful parts of 'Taking Control' should be built on, with the scope being expanded from just those with a personal budget to ensure that all disabled people who self-identify as needing additional support to live an independent life can benefit. The budget covers a full time Co-ordinator (previously funded by the Big Lottery Fund), a one day per week Personal Development Officer, a one day per week Information and Advice Officer, associated running costs and contribution to core costs.

The Recommendation

ADKC is a key disabled people's organisation and works both with individual disabled people as well as representing disabled people on a strategic level within the borough. The funding sought is a development of a previous project which had a positive impact on disabled people on personal budgets to live independently. The budget for the project includes a FTE Co-ordinator plus 2x1 day posts. It is suggested that the Co-ordinator post should be funded alongside the Personal Development Officer as some of the activities in the Information and Advice post are included in the Coordinator post. Elements of the budget are on the high side, including core costs of approximately 35%. It is recommended core costs are reduced to 20% and other elements of the budget be reduced:

£166,800 over three years (3 x £55,600) towards a FTE Co-ordinator, 1 day per week Personal Development Officer and associated running costs towards accessibility costs, training, information production, room hire and core running costs.

Funding History

| Meeting Date | Decision |
|--------------|--|
| 10/09/2009 | £144,500 over three years (£48,000; £47,500; £49,000) towards the salary and project costs of a support group for disabled people managing individual budgets. |

Background and detail of proposal

ADKC has been supporting those on personal budgets to live independently and the current request to your committee is to continue and expand on this. The proposed activities will provide those participants with the skills and support to enable them to live independently. This will include creating personal development plans and then offering support in implementing the plan. This could be a training workshop on basic computer skills to enable participants to access a range of support, peer support meetings or ongoing case work. During the project peer supporters will be identified and trained to assist people with independent living goals and/or personal development plans. Materials will be produced based on the participants own experiences and skills to build up an Independent Living Information Hub.

Financial Information

The cost of raising funds is calculated based on a percentage of the CEO's time. This figure is low as the main source of funding is through contracts from the local authority. Although the level of free reserves has decreased over the last three years, it is still above their reserves target, and the charity has deliberately been utilising the free reserves to get in line with their policy.

| Year end as at 31 March | 2016 | 2017 | 2018 |
|---|----------------------|-----------------|----------------|
| | Examined Accounts | Draft Accounts | Budget |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 241,716 | 252,286 | 260,248 |
| - % of Income confirmed as at 02/10/2017 | n/a | % | 81% |
| Expenditure | (256,456) | (266,940) | (262,094) |
| Total surplus/(deficit) | (14,740) | (14,654) | (1,846) |
| Split between: | | | |
| - Restricted surplus/(deficit) | (15,211) | (11,240) | 1,371 |
| - Unrestricted surplus/(deficit) | 471 | (3,414) | (3,217) |
| | (14,740) | (14,654) | (1,846) |
| Cost of Raising Funds | 1,824 | 1,656 | 1,472 |
| - % of income | 0.8% | 0.7% | 0.6% |
| Operating expenditure (unrestricted funds) | 159,359 | 163,352 | 148,934 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 283,012 | 279,598 | 276,381 |
| No of months of operating expenditure | 21.3 | 20.5 | 22.3 |
| Reserves policy target | 39,840 | 40,838 | 54,658 |
| No of months of operating expenditure | 3.0 | 3.0 | 3.0 |
| Free reserves over/(under) target | 243,172 | 238,760 | 152,029 |

MEETING: 23/11/2017

Ref: 14243

ASSESSMENT CATEGORY - Making London More Inclusive

AHOY Centre

Adv: Tim Wilson

Base: Greenwich

Amount requested: £103,704

Benefit: Greenwich, Lewisham and Southwark

Amount recommended: £102,000

The Applicant

AHOY has run sailing and life-skills training for young adults with disabilities since 2002. Based on the banks of the Thames in Deptford, its facilities are fully accessible and regarded as a centre of excellence by the Royal Yachting Association. AHOY has good connections with several City Livery Companies which dock their Thames Cutters in the charity's boatyard. The organisation teaches practical sailing skills to the children and young people who attend its centre as a means to develop confidence, self-esteem and leadership.

The Application

The charity seeks a two year grant towards the costs of its "Sail to Prevail" programme for at least 60 disabled people (mainly aged 16-25) in Greenwich, Lewisham and Southwark. Every participant will receive around 20 one-hour coaching sessions and 12 peer-support group sessions each year. City Bridge Trust is asked to cover the costs of an Assistant Sailing Instructor, training, outreach and overheads. The funding will allow AHOY to expand the "Sail to Prevail" programme, which is currently supported through corporate sponsorship and rowing challenges.

The Recommendation

AHOY works with vulnerable clients both through the sailing programme which is the subject of this application, and through its support to young people at risk of school exclusion or offending. The organisation's services are well regarded and are based on comprehensive, independently-reviewed safeguarding policies. By providing funding to an existing, albeit expanded, programme, AHOY will then use income from corporate funders and rowing challenges to support the wider costs of its boatyard and training centre (which can be capital intensive). Funding is advised as follows:

£102,000 over two years (2 x £51,000) towards the AHOY Centre's Sail to Prevail programme for disabled people including the costs of a full time Assistant Sailing Instructor.

Funding History

| Meeting Date | Decision |
|--------------|--|
| 15/03/2012 | £79,000 over two years towards two part-time Sailing Instructors and their support costs for the AHOY Centre's Sailability programme of water sports with disabled young people. |
| 01/03/2007 | £95,000 to purchase a catamaran to be fitted to fully accessible standards. |

Background and detail of proposal

AHOY's watersports programmes attract a wide range of young people to the centre each year. The organisation has developed a well-structured training programme that builds confidence, leadership and communication skills over successive weeks. Fundraising is on-going, and whilst corporate donors have been generous to date, the costs of running a well-equipped boatyard and training centre can be significant. Instruction is accredited by the Royal Yacht Association, and AHOY offers apprentice opportunities to some of the young people who attend the centre. The work delivered through the "Sail to Prevail" programme is intended to support young disabled people at a key time in their lives when they are approaching adulthood and looking to develop greater independence. Based on self-evaluation, AHOY reports positive outcomes for the young people, as well as for their parents and carers. The charity has an existing staff member who will be suitable for the role of Assistant Sailing Instructor (following some additional training), so the expanded programme should be ready to start shortly after the Trust's decision (if favourable). AHOY plans to use the two years of grant funding to explore commissioning opportunities and seek continuation funding through local authority contracts.

Financial Information

Much of the charity's income comes from corporate rowing challenges throughout the year. The organisation is short of its fundraising target for 2017, but is not concerned by this as it can cut planned expenditure if required in order to return a balanced out-turn at year end. Free reserves are short of target, but not sufficiently low to cause concern.

| Year end as at 31 December | 2016 | 2017 | 2018 |
|---|------------------|---------------|---------------|
| | Audited Accounts | Forecast | Budget |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 1,021,974 | 910,000 | 997,000 |
| - % of Income confirmed | n/a | 66% | 16% |
| Expenditure | 785,492 | 864,100 | 952,900 |
| Total surplus/(deficit) | 236,482 | 45,900 | 44,100 |
| Split between: | | | |
| - Restricted surplus/(deficit) | 214,962 | 54,000 | 0 |
| - Unrestricted surplus/(deficit) | 21,520 | (8,100) | 44,100 |
| | 236,482 | 45,900 | 44,100 |
| Cost of Raising Funds | 142,770 | 110,000 | 115,000 |
| - % of income | 14.0% | 12.1% | 11.5% |
| Operating expenditure (unrestricted funds) | 578,185 | 704,100 | 752,900 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 206,334 | 198,234 | 242,334 |
| No of months of operating expenditure | 4.3 | 3.4 | 3.9 |
| Reserves policy target | 289,093 | 352,050 | 376,450 |
| No of months of operating expenditure | 6.0 | 6.0 | 6.0 |
| Free reserves over/(under) target | (82,759) | (153,816) | (134,116) |

MEETING: 23/11/2017

Ref: 14160

ASSESSMENT CATEGORY - Making London More Inclusive

The Royal Society for Blind Children

Adv: Geraldine Page

Base: Hackney

Amount requested: £113,955

**Benefit: Newham, Lewisham,
Tower Hamlets, Lambeth,**

Amount recommended: £113,960

Bromley

The Applicant

The Royal Society for Blind Children (RSBC) is a charity working with blind and partially sighted children and young people up to the age of 25. RSBC deliver a combination of educational, sport, creative and developmental services to support blind and partially sighted young people to develop to their full potential. On the 1st January 2017 the Royal London Society for Blind Children (1838 – 2016) and Royal Society for Blind People (1884 – 2016) joined together to become RSBC. Jointly, the charities now have the geographic reach to deliver a national service. The merger also allowed for some economies of scale.

The Application

RSBC is requesting funding to significantly increase opportunities for blind and partially sighted young people (16-25) to secure sustained employment. This will be achieved by: Engaging and training identified employers through a series of workshops to prepare them to offer apprenticeships to blind or partially sighted young people; Liaising with education providers to establish RSBC as a gateway organisation for the young people to access apprenticeship opportunities and providing on-going support to both employers and young people during the apprenticeship period, 12 months. The proposed project will supplement and improve upon RSBC's current employability programme, funded by the Lottery (Jun 15–May 18). The existing provision builds confidence and skills of participants and offers them short work placements (2 weeks) at partner employers. It has achieved significant outcomes in improving participants' emotional and practical skills to find work, but evidence shows that obtaining sustained employment following the programme remains an issue for the young people. This funding would enable RSBC to build on its connections with a number of employers including TfL, Goldman Sachs, the London Transport Museum, NHS, KPMG, GSK, with the aim of increasing their involvement and offering full apprenticeships. RSBC will also identify and cultivate relationships with 20+ public and 20+ private sector employers supporting them to provide apprenticeships.

The Recommendation

RSBC has demonstrated a strong track record in supporting blind and partially sighted children and young people. The project will tailor support to meet the specific needs of each young person and employer. Funding from the Trust would enable RSBC to attract other funders and expand the work further to support more employers and young people.

£113,960 over three years (£32,192, £39,124 £42,644) towards the costs of delivering an apprenticeship programme with partner employers for 40 blind and partially sighted young people (16-25).

Funding History

| Meeting Date | Decision |
|--------------|--|
| 31/05/2012 | £55,000 over three years (£17,800; £18,300; £18,900) towards a programme supporting young visual impaired people make the transition to adulthood. |

Background and detail of proposal

Blind and partially sighted young people are among the most disadvantaged groups in our society. 90% of those who lose their sight in youth won't work for more than six months in their lives and nearly 70% of blind and partially sighted young people are living on the poverty line. Sight accounts for 80% of all learning and being blind affects the skills development of young people. Sight loss impairs people's ability to learn from experience and reduces their exposure to age typical experiences. This means they often come to the job market with less maturity and experience than their sighted peers. This is compounded by the fact that employers are generally unreceptive to offering blind young people long term opportunities, based on perceptions that they won't be able to deliver the work effectively, or that they would need continuous intensive support. This project would establish a strong enabling environment by working with employers to increase their ability and confidence in employing blind and partially sighted young people.

Financial Information

The Trustees have developed an ambitious strategy for the new organisation to meet its key objective that no child will grow up poor and lonely just because they are blind. To match the opportunities afforded by its national reach, it plans to double its income in the next five years by looking at new sustainable ways of generating income. In order to achieve this, trustees have agreed an exceptional investment of £1m in fundraising from its reserves over the next 4 years. On 03/11/17 RSBC confirmed it had received an unrestricted donation of £1m which is not in the forecast below. Trustees have a clear plan for this additional income by investing in their Family Support Service, increasing the number of Family Engagement Workers and launching an online platform. The large restricted deficit in 2017 relates to income received from Google for RSBC subsidiary Wayfindr (a service that aids vision impaired people to navigate independently using their mobile device) which was accounted for in 2016 but spent in the calendar year 2017.

| Year end as at 31 December | 2016 | 2017 | 2018 |
|---|------------------|------------------|--------------|
| | Audited Accounts | Forecast | Budget |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 5,325,000 | 5,103,218 | 5,538,000 |
| - % of Income confirmed as at 26/10/2017 | n/a | % | 29% |
| Expenditure | (5,451,000) | (6,002,273) | (5,534,000) |
| Total surplus/(deficit) | (126,000) | (899,055) | 4,000 |
| Split between: | | | |
| - Restricted surplus/(deficit) | (67,000) | (663,418) | 511,000 |
| - Unrestricted surplus/(deficit) | (59,000) | (235,637) | (507,000) |
| | (126,000) | (899,055) | 4,000 |
| Cost of Raising Funds | 1,475,000 | 1,105,682 | 1,286,000 |
| - % of income | 27.7% | 21.7% | 23.2% |
| Operating expenditure (unrestricted funds) | 4,454,000 | 3,961,967 | 3,257,000 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 2,038,000 | 1,802,363 | 1,295,363 |
| No of months of operating expenditure | 5.5 | 5.5 | 4.8 |
| Reserves policy target | 1,500,000 | 1,500,000 | 1,500,000 |
| No of months of operating expenditure | 4.0 | 4.5 | 5.5 |
| Free reserves over/(under) target | 538,000 | 302,363 | (204,637) |

MEETING: 23/11/2017

Ref: 14215

ASSESSMENT CATEGORY - Making London Safer

Domestic Violence Intervention Project

Adv: Sandra Jones

Base: Hammersmith & Fulham

Amount requested: £102,744

Benefit: London-wide

Amount recommended: £103,800

The Applicant

The Domestic Violence Intervention Project (DVIP) started in the 1980's as a men's group tackling male domestic violence and successfully developed links with Women's Aid and Domestic Violence Forums. Originally funded by charitable trusts, then the probation service and more recently by local authorities, the organisation developed expertise and a good reputation as one of the few bodies providing intervention services designed to help men face the consequences of their violent actions towards their partners and to make changes. The work is not mediation work and does not seek necessarily to heal the individual relationships. Seven years ago the charity set up Yuva, a service addressing child to parent violence (CPV).

The Application

Funding is sought towards developing the Yuva programme. This includes 1.5 days each for the salaries of a Young Person's Practitioner and Parent Support Practitioner, and associated running costs. In discussion with your officer the budget was increased by £300 per annum towards transport costs for the participants.

The Recommendation

The charity is one of only two organisations providing services addressing CPV in London and is unique in working with young people and their parents, supporting them to create and sustain healthier, safer relationships. The premise is that abusive behaviour is learnt and can be changed. Funding is sought to enable DVIP to build on its current work in this area, offering the service across London, particularly to those boroughs currently not accessing this service. The parental element includes London-wide, group-based, support to empower and support them to respond safely and appropriately to their child's behaviour, maintain a safe home environment and address any additional needs. An additional £300 per annum has been included on the budget to cover the costs of the participants travelling around London to different venues. Funding the work will have a significant impact on those experiencing CPV. In order to safeguard the Trust's funding your officer recommends that the funding be released quarterly on receipt of satisfactory quarterly management accounts.

£103,800 over three years (£34,200; £34,800; £34,800) towards the salary costs of A Young Persons' Practitioner and Parent Support Practitioner (1.5 dpw for each post) and associated running costs, with the funding being released on receipt of satisfactory quarterly management accounts.

Funding History

| Meeting Date | Decision |
|--------------|---|
| 07/05/2009 | £135,000 over three years (3 x £45,000) towards the salary and running costs of a project delivering intervention and support services for young people caught up in domestic violence. |

Background and detail of proposal

This work builds that currently done around CPV with both the young people and their parents. The Young Person's Practitioner will work with 15 young people at any one time that have used, or are using, abusive behaviours against a parent, to help them become responsible for their choices by empowering them and increasing their space for action. This is achieved through structured one-to-one interventions drawing on a range of techniques building on their strengths to support and empower them to make positive changes and build healthier relationships. Individual specialist interventions with young people will include support, advocacy and interventions to address their issues and any additional needs (e.g. homelessness, problematic substance use, self-harm).

DVIP recognises that the environment in which the young people live is key, so provides an integrated support service for the parents, focusing on creating space for them to identify and explore the impact of their child's abusive behaviour, helping them to take steps to increase their own and/or their family's safety and wellbeing. This is achieved by assisting those parents who are survivors of DV, examining the impact on themselves and the family; enabling parents to reflect on their own experience of being parented and how this has influenced their parenting styles; supporting parents to acknowledge how they feel about their child's behaviour and effective ways of reducing the escalation of conflict and improve communication, developing safety and wellbeing strategies to reduce the harmful effects of CPV. Individual and group-based support is offered to parents experiencing abuse and violence from their children. The staff will also offer three awareness sessions per annum to professionals around London to improve their understanding of CPV and feel more confident about working with young people displaying aggressive behaviours towards their parents.

Financial Information

With reductions in public sector funding, DVIP had a decrease in local government funding in the current year, which is anticipated to continue in 2018/19. In order to mitigate this in future years, the financial plans for the current year have included some redundancies, salary reductions across the board of 5%, and reducing the number of premises from which they operate. As these are in-year savings, some costs such as redundancy costs and costs of releasing leases will not be felt until 2017/18. This has led to a large deficit of unrestricted funding in the current year. With the level of unrestricted reserves being low, it is recommended that any funding agreed is contingent on satisfactory quarterly management accounts being submitted.

| Year end as at 31 March | 2016 | 2017 | 2018 |
|---|------------------|------------------|-----------------|
| | Audited Accounts | Draft accounts | Budget |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 2,020,513 | 1,851,605 | 1,779,161 |
| - % of Income confirmed as at 07/08/2017 | n/a | % | 78% |
| Expenditure | (2,037,705) | (2,035,693) | (1,796,097) |
| Total surplus/(deficit) | (17,192) | (184,088) | (16,936) |
| Split between: | | | |
| - Restricted surplus/(deficit) | 0 | 0 | 0 |
| - Unrestricted surplus/(deficit) | (17,192) | (184,088) | (16,936) |
| | (17,192) | (184,088) | (16,936) |
| Cost of Raising Funds | 50,629 | 50,716 | 46,260 |
| - % of income | 2.5% | 2.7% | 2.6% |
| Operating expenditure (unrestricted funds) | 1,707,497 | 487,261 | 378,936 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 299,155 | 115,067 | 98,131 |
| No of months of operating expenditure | 2.1 | 2.8 | 3.1 |
| Reserves policy target | 426,874 | 121,815 | 94,734 |
| No of months of operating expenditure | 3.0 | 3.0 | 3.0 |
| Free reserves over/(under) target | (127,719) | (6,748) | 3,397 |

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MEETING: 23/11/2017

Ref: 14216

ASSESSMENT CATEGORY - Making London Safer

Everyman Project

Adv: Ciaran Rafferty

Base: Islington

Amount requested: £75,845

Benefit: London-wide

Amount recommended: £76,000

The Applicant

The Everyman Project was established in 2005 and is a small charity based in north London providing psychotherapy and counselling services aimed at reducing male violence, particularly in relationships. Most of its staff are part-time and provide direct services whilst an engaged group of trustees and volunteers assist with general administration and fundraising. It has a steady track record in addressing male violence, paid for largely through grants from independent trusts and fees paid by referrals from statutory agencies. The trustees are few in number but have a range of professional skills.

The Application

This proposal is to fund therapy and counselling services to the partners of male perpetrators of violence. Whilst many of the perpetrators are referred by other agencies with the relevant fees following, the charity recognises the value in offering similar support to those who have been directly affected by the violence. (The Partner Support Programme does not attract referral fees so must be funded separately.) The programme encompasses: emotional and practical support; safety planning; domestic violence awareness; signposting; and realistic expectations of the men's counselling programme.

The Recommendation

There are extremely few organisations specifically targeting male perpetrators of abuse or violence so the work of the Everyman Project is quite unique. The counselling programme for men is typically seven months, during which time the charity sees the value of providing support for partners directly affected. The aim is to empower victims/survivors to make informed choices, to keep themselves and their children safe. At the time of assessment only employees were authorised to sign cheques, etc, so arrangements are needed to ensure a trustee is required above a certain level. A grant is recommended:

£76,000 over three years (£24,000; £26,000; £26,000) for the salary of a p/t Partner Support Co-ordinator and other costs of the Partner Support Programme. Release of the grant is conditional on confirmation of satisfactory arrangements being in place for authorising expenditure.

Funding History

| Meeting Date | Decision |
|--------------|--|
| 14/07/2016 | Declined as some of the target groups fell outside your priorities. |
| 26/03/2009 | £75,000 (£25,000, £25,000, £25,000) over 3 years towards the salary costs of staff helping adults in families break cycles of domestic violence so that they can offer support and protection to the children. |

Background and detail of proposal

50% of the men engaged in the charity's programme self-refer, whilst the others are referred from social services, NHS trusts, or the Police. Once they sign on to the programme the organisation sends a letter to the partner (and/or ex-partner if appropriate) offering a package of support. The partner support programme (which is free) is gender neutral, to encourage and accommodate those in same-sex relationships. Most partners are very positive about engaging whilst feedback from work to date has been good. The programme also includes ongoing support via post, telephone, email, etc. In any one year the charity will engage with 80+ partners in this way.

Financial Information

At the time of writing only 22% of income forecast for the year was confirmed although significant funding from the Oak Foundation, which has supported the charity on a regular basis, is likely to be agreed in the near future. The cost of generating funds is very high because the charity's accountant includes the full salary costs of the Counselling Manager and Administrative support. This is quite unusual and quite unrealistic as the Manager would not be working all their hours raising funds. A figure of half, or less, of that expressed in the 15/16 accounts would probably be more realistic. The organisation is devising a strategy to build its free reserves through annually allocating some of its unrestricted income from fees.

| Year end as at 31 August | 2016 | 2017 | 2018 |
|---|----------------------|-----------------|-----------|
| | Examined Accounts | Draft | Budget |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 123,890 | 118,436 | 206,717 |
| - % of Income confirmed as at 1/11/17 | n/a | n/a | 22% |
| Expenditure | (136,793) | (144,994) | (206,651) |
| Total surplus/(deficit) | (12,903) | (26,558) | 66 |
| Split between: | | | |
| - Restricted surplus/(deficit) | 0 | 0 | 18,102 |
| - Unrestricted surplus/(deficit) | (12,903) | (26,558) | (18,036) |
| | (12,903) | (26,558) | 66 |
| Cost of Raising Funds | 50,211 | 50,000 | 55,000 |
| - % of income | 40.5% | 42.2% | 26.6% |
| Operating expenditure | 136,793 | 144,994 | 206,651 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 84,190 | 57,632 | 39,596 |
| No of months of operating expenditure | 7.4 | 4.8 | 2.3 |
| Reserves policy target | 68,397 | 72,497 | 103,326 |
| No of months of operating expenditure | 6.0 | 6.0 | 6.0 |
| Free reserves over/(under) target | 15,793 | (14,865) | (63,730) |

MEETING: 23/112017

Ref: 14148

ASSESSMENT CATEGORY - Older Londoners

Bikur Cholim Ltd

Adv: Sandra Davidson

Base: Hackney

Amount requested: £87,291

Benefit: Hackney & Haringey

Amount recommended: £87,300

The Applicant

Bikur Cholim Ltd was established in 1979, later becoming a charitable company in 2001 so that it could engage in a wider range of activity. Its mission is to relieve the effects of sickness, poor physical and mental health and old age for people of the Charedi (Orthodox Jewish) community in North London by offering support facilities and services. The organisation is based on the borders of Hackney and Haringey. The 2011 census recorded Hackney as having the largest group of Charedi Jewish people in Europe, who live predominately in the North East of the borough and represent an estimated 7.4% of the borough's overall population. Bikur Cholim's community activities include: basic and specialist support for older people; mental health services; respite care; volunteer befriending; hospital transport provision and broad family support including a carers' support group.

The Application

As a result of a comprehensive needs assessment, Bikur Cholim is seeking support to develop their programme for carers aged 65 and over, as an increasing number elderly service users find themselves in a position of having to care for a loved one. Over the past three years Bikur Cholim has noted an increasing number of older carers struggling with their own needs and needing support. The applicant is seeking a three year grant to develop its activities for older carers 65+ to improve health and well-being. The recruitment of an Older Peoples' Carers Support Worker will provide advice, support, and respite activities as well as outreach to promote the services. Older people have been consulted and involved in the design and development of the service. The carers' support group will be utilised to ensure service users play a role in the management of the project.

The Recommendation

Bikur Cholim is highly regarded within the community it serves for delivering high quality service and mobilising its impressive team of 300 volunteers. It demonstrates a true community approach to meeting needs. The project is well planned and a good fit with your outcomes for the Older Londoners programme. The charity runs its activities from a bright and welcoming centre refurbished four years ago. The building is fully accessible to its service users. Full funding is recommended:

£87,300 over three years (£29,100; £28,800; £29,400) for the salary of an Older People's Carers Support Worker (24hpw) and towards associated project costs.

Funding History

| Meeting Date | Decision |
|--------------|---|
| 30/06/2011 | £125,000 over three years for the costs of a programme of culturally sensitive intervention and support for young people with mental health problems and their families/carers. |

Background and detail of proposal

Bikur Cholim supports older people, providing practical and emotional support and empowering service users to achieve independence. Within this community it is expected that families will look after their elders many of whom are holocaust survivors or descendants of holocaust survivors. Over the last few years the charity has identified a growing number of carers 65+ struggling to cope, resulting in poor physical and mental health. In a recent national survey carers reported feeling more stressed than ever and experienced depression as a result of their caring role. Carers UK report that many carers experience isolation and loneliness ('Valuing Carers 2015'). The same report found 38% increase in the number of older people caring for a relative whilst they themselves were struggling to cope with their own health needs. Bikur Cholim's project, using outreach, will promote their service and reach hidden carers in the community, currently unaware of their benefit entitlements or too proud to seek help. The worker will develop individual support plans for each carer and work closely with volunteers to coordinate activities. The charity has a track record of providing support to older people through its befriending service and has excellent networks with key voluntary sector organisations and the local authority.

Financial Information

The majority of the organisation's income derives from contracts, grants and donations. The trustees acknowledge the decline in reserves and have agreed to implement a fundraising plan to build free reserves. The organisation has recently secured a four year contract with L.B. Hackney to the value of £1.9m.

| Year end as at 31st March | FY 16/17 | FY 17/18 | FY 18/19 |
|---|------------------|---------------|---------------|
| | Audited Accounts | forecast | Budget |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 2,444,836 | 2,277,673 | 2,390,236 |
| - % of Income confirmed | n/a | n/a | 22% |
| Expenditure | (2,510,124) | (2,258,780) | (2,359,000) |
| Total surplus/(deficit) | (65,288) | 18,893 | 31,236 |
| Split between: | | | |
| - Restricted surplus/(deficit) | (34,103) | 0 | 0 |
| - Unrestricted surplus/(deficit) | (31,186) | 18,893 | 31,236 |
| | (65,289) | 18,893 | 31,236 |
| Cost of Raising Funds | 12,538 | 24,500 | 27,000 |
| - % of income | 0.5% | 1.1% | 1.1% |
| Operating expenditure (unrestricted funds) | 1,655,592 | 1,614,605 | 1,743,764 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 693,295 | 712,188 | 743,424 |
| No of months of operating expenditure | 5.0 | 5.3 | 5.1 |
| Reserves policy target | 551,864 | 538,202 | 581,255 |
| No of months of operating expenditure | 4.0 | 4.0 | 4.0 |
| Free reserves over/(under) target | 141,431 | 173,986 | 162,169 |

MEETING: 23/11/2017

Ref: 14263

ASSESSMENT CATEGORY - Older Londoners

Bosnia and Herzegovina Community Advice Centre **Adv: Shegufra Rahman**

Base: Brent

Amount requested: £116,831

Benefit: London-wide

Amount recommended: £116,800

The Applicant

Bosnia and Herzegovina Community Advice Centre (BHCAC) was set up in 1997 and registered as a charity in 2001. The charity seeks to enhance the quality of life of disadvantaged older and/or disabled Londoners from the West Balkan region, particularly those experiencing poverty and isolation. The Centre supports the diverse needs of beneficiaries through the provision of welfare, educational and cultural services that welcome everyone.

The Application

BHCAC is seeking a contribution towards the new Outreach Project designed specifically for those aged 75+. Over the years the organisation has provided the majority of its services to those 65+, but recognises that there is a significant portion of their beneficiaries who face particularly difficult barriers due to physical and mental health problems and require specific support. The request is for a contribution towards this project, which recognises the high proportion of 75+ beneficiaries currently supported by the charity, and which will increase significantly in the delivery of this project.

The Recommendation

The charity is the only one of its type supporting older Londoners from the West Balkan region specifically. An independent evaluation of the charity's work has evidenced the effectiveness of its Outreach Project, but also the continuing multiple and complex problems faced by the 75+ demographic of BHCAC's beneficiaries, and the need to develop more specialist support for this older age group.

£116,800 over three years (£38,800, £39,300, £38,700) for the part-time Project Manager (7 hpw), part-time Advocacy Worker (14 hpw), and associated project costs.

Funding History

None

Background and detail of proposal

An independent evaluation into BHCAC's work in 2015 found that this specific demographic experiences mental health problems worsened by isolation and lack of integration in the UK. Many of the beneficiaries arrived here after the Yugoslav Wars that started in 1991, and after 20 years or so, are still living with the traumas of war. Over 85% of the charity's beneficiaries have a physical or mental disability attributable to the effects of the war, exasperated by many experiencing isolation and socially excluded lives. A significant proportion face multiple financial and/or personal crises due to issues such as long-term medical conditions, low income, family breakdown, marginalisation, low levels or no English skills, and lack of information, numeracy and literacy skills. The Scoping Report (2011) produced by

NHS Commissioning Support for London, highlighted both the social stigma surrounding mental illness within BAMER communities and concerns about the culturally and linguistically appropriate care delivery available to this group. The issue of mental health is a major concern as it is widespread within this community.

Following a report commissioned by the charity in 2016, looking into the needs of this demographic, BHCAC has incorporated the recommendations into the design of this project. On top of the professional advocacy support for money, debt and housing support, there is a specific need for group sessions in a therapeutic capacity. These sessions will be delivered in the beneficiaries' native language, allowing them to communicate directly with the therapist rather than through an interpreter, and the group setting by its nature reduces the stigma surrounding mental health issues. The project will offer opportunities and targeted culturally and linguistically appropriate support to overcome the many barriers faced by this demographic in order to improve overall quality of life.

Financial Information

Having braced a difficult year in 2017 with a 23% drop in income from 2016, and a knock-on effect on service delivery, the organisation is back on track to forecast income levels more aligned with pre-2017 budgets, as well as gradual growth for the next few years. The organisation has zero unrestricted expenditure budgeted for 2019 as an approach to building its reserves position closer to target. The unrestricted income comes from membership and donations and BHCAC is looking to review and develop membership packages, grow membership numbers and thus increase this as a source of income for building its reserves position.

The charity has reported no cost of raising funds across the three year period outlined below due to this being taken on by the Project Manager and not being apportioned as such. However, the trustees and Project Manager are scheduled to undergo training from AdvicePro, elements of which will cover SORP requirements, and the charity will start allocating the relevant costs to this line of expenditure.

| Year end as at 31 March | 2017 | 2018 | 2019 |
|---|----------------------|--------------|--------------|
| | Examined Accounts | Forecast | Budget |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 76,839 | 127,914 | 157,459 |
| - % of Income confirmed as at 19/10/17 | n/a | 78% | 63% |
| Expenditure | (96,437) | (126,413) | (152,736) |
| Total surplus/(deficit) | (19,598) | 1,501 | 4,723 |
| Split between: | | | |
| - Restricted surplus/(deficit) | (19,238) | 0 | 873 |
| - Unrestricted surplus/(deficit) | (360) | 1,501 | 3,850 |
| | (19,598) | 1,501 | 4,723 |
| Operating expenditure (total) | 96,437 | 126,413 | 152,736 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 14,457 | 15,958 | 19,808 |
| No of months of operating expenditure | 1.8 | 1.5 | 1.6 |
| Reserves policy target | 24,109 | 31,603 | 38,184 |
| No of months of operating expenditure | 3.0 | 3.0 | 3.0 |
| Free reserves over/(under) target | (9,652) | (15,645) | (18,376) |

MEETING: 23/11/2017

Ref: 14129

ASSESSMENT CATEGORY - Older Londoners

Carers Support (Bexley)

Adv: Jack Joslin

Base: Bexley

Amount requested: £166,849

Benefit: Bexley

Amount recommended: £166,900

The Charity

Carers Support Bexley (CSB) was established as a project of Bexley Voluntary Service Council in 1994 and became a registered charity in 1999. CSB is committed to tackling the isolation and loneliness that many carers feel. The charity works with carers young and old and their families, providing a range of respite, information and support services. They provide a commissioned respite-at-home service in both the London Borough of Bexley and the Royal Borough of Greenwich. Alongside these services the charity provides information and advice to carers and those they care for around housing, benefits and debt. They provide advocacy services where needed and run a variety of groups that provide emotional and peer support for carers and those they care for.

The Application

CSB are looking for your support to expand their Carers Breaks service that will specifically provide breaks to carers aged 65 and over across Bexley and Greenwich. The project will enable carers who have no other respite to take a break so that they can recharge their batteries and get the opportunity to have some time for themselves. CSB are looking for your support to recruit three additional full time volunteers to specifically expand their work to target carers aged 65 and over. The service uses young volunteers aged 18 to 25 who are recruited through Volunteering Matters for a one year commitment. Volunteers, usually from overseas, are provided with accommodation, subsistence, travel expenses, training and support for the duration of their stay. Volunteers that are recruited bring youth, enthusiasm, commitment and cultural diversity into the lives of the people that are house-bound and often isolated.

The Carers that they plan to support through this project would be those who do not qualify for support from the local authority but who are still in great need of respite. Each volunteer would work with up to 10 families at any one time offering one full day break per family every two weeks. Volunteers can also provide up to two weeks of live-in care when required to enable for carers to take a substantial break or holiday. This project will have significant outcomes for the carers being offered respite but also provide support for the persons being cared for.

The Recommendation

CSB are offering an innovative approach through their well-established carers breaks service by providing full-time volunteering respite care service to carers and those they care for across the London Boroughs of Bexley and Greenwich. Your funding is sought to allow for the Charity to target carers over 65 who are in need of respite from those they care for but who do not meet the threshold for support from the local authority. This project is closely aligned with your Older Londoners

programme outcomes as it will work with carers aged 65 and over to be able to access support, advice and respite. Funding is recommended as follows:

£166,900 over three years (£55,200; £55,600; £56,100) to support the cost of the Service Manager (24hpw), Volunteer accommodation, expenses and training for three volunteers and associated running costs of the carers breaks service.

Funding History

| Meeting Date | Decision |
|--------------|--|
| 13/03/2014 | £11,500 for a third and final year towards the salary of an advice worker (10hrs/week) and related costs for an advice and advocacy service for people with disabilities and their carers considering a more independent life through a personal budget. |
| 12/01/2012 | £23,000 over two years (2 x £11,500) towards an advice and advocacy service for carers and their dependents considering a more independent life through individual budgets. |

Background and detail of proposal

In the 2011, 23,522 people in Bexley and 22,014 people in Greenwich stated that they provide unpaid care. Many of these provide care up to 20 to 50 hours a week or more with a high percentage being older carers over the age of 65. Older carers have their own health problems as well as needing to look after a partner or very elderly parent who depends on them. Although many carers qualify for support and benefits from the local authority they often do not qualify for any support to access respite services. The local authority can provide respite care only for carers that meet their specific requirements and with local budgets shrinking this is becoming more acute. CSB is looking for your support to be able to offer respite services to older carers who are not eligible for support but still in great need. This work will not be replacing any statutory duty or topping up an under-funded contract and will be managed differently from the commissioned service provided on behalf of Bexley and Greenwich council.

The three volunteers recruited to deliver this work will be sourced by Volunteer Matters who provide a matching service. Volunteers that are recruited will often be from overseas and offered the opportunity to live in London and commit to caring responsibilities for a one year period. All the volunteers are young people between 18 and 25 and will be offered accommodation that the Charity rents, travel expenses and a weekly allowance. In return they will commit to working with 10 families at any one time, working with around 25 families each year. The volunteers will offer full day breaks for older carers allowing them the opportunity to carry out tasks that most of us take for granted like going to the dentist or doctor. Longer breaks of up to two weeks will be offered to older carers with the volunteer living in with the person being cared for. This project will provide significant outcomes for the carers who can take holidays and take a break from their responsibilities. The persons being cared for will also benefit as they will have a young, enthusiastic volunteer, usually from a different background to engage with. The service is CQC accredited and a recent external evaluation of the work concluded the project to be an innovative way of delivering respite service for carers and the people they care for.

Financial Information

CSB receives funding from both Greenwich and Bexley to deliver Carers services. The Bexley grant goes to March 2018 and Greenwich to March 2019. The charity has received verbal assurance that this will continue for a further three years but to expect cuts in line with local authority budgets. The charity holds fairly high free reserves. When questioned about this at assessment by your officer the charity stated that they hold six months' worth of operating expenditure in a designated reserve while holding additional money in an employer's liability fund in the event of the organisation winding up. They are prudently planning for cuts to their funding from the local authority and other long standing funders and do not wish for services to need to suffer because of this. At assessment it was clear that the board continually review the level of reserves and that they have made reasonable designations of their funds for future changes to funding.

| Year end as at 31 March | 2016 | 2017 | 2018 |
|---|----------------------|---------------|-----------------|
| | Examined Accounts | Draft | Budget |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 420,191 | 453,344 | 345,009 |
| - % of Income confirmed as at 16/08/2017 | n/a | n/a | 98% |
| Expenditure | (382,551) | (385,122) | (390,291) |
| Total surplus/(deficit) | 37,640 | 68,222 | (45,282) |
| Split between: | | | |
| - Restricted surplus/(deficit) | (7,978) | 19,212 | 0 |
| - Unrestricted surplus/(deficit) | 45,618 | 49,010 | (45,282) |
| | 37,640 | 68,222 | (45,282) |
| Cost of Raising Funds | 0 | 4,420 | 4,420 |
| - % of income | 0.0% | 1.0% | 1.3% |
| Operating expenditure (unrestricted funds) | 318,094 | 308,218 | 306,680 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 304,520 | 353,530 | 308,248 |
| No of months of operating expenditure | 11.5 | 13.8 | 12.1 |
| Reserves policy target | 159,047 | 154,109 | 153,340 |
| No of months of operating expenditure | 6.0 | 6.0 | 6.0 |
| Free reserves over/(under) target | 145,473 | 199,421 | 154,908 |

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MEETING: 23/11/2017

Ref: 14140

ASSESSMENT CATEGORY - Older Londoners

Contact the Elderly

Adv: Shegufra Rahman

Base: Westminster

Amount requested: £199,848

Benefit: London-wide

Amount recommended: £87,900

The Applicant

Contact the Elderly (CtE) is the only national charity solely dedicated to tackling loneliness and social isolation among older people through face to face contact. First registered as a charity in 1965, the organisation is supported by a network of volunteers and organises Sunday afternoon tea parties for small groups of older people aged 75 and over, who live alone.

The Application

CtE's model is simple yet effective: free, monthly tea parties for small groups of older people and volunteers within their community. It is also a sustainable and scalable solution for the prevention and reduction of loneliness and social isolation providing strong and tangible outcomes for older people. It also provides opportunities to a large number of volunteers, providing them with training and development. The application is for funding to help develop 15 groups each year in London, providing regular, long term support to an additional 360 older people in 160 groups by 2020.

The Recommendation

The charity has a strong track record with 98% of existing groups maintained after set up. Growth in London is particularly difficult to achieve with 18% of pensioners living in poverty against a national average of 12%. But with CtE's established track record and expertise, their growth plans for London should be achievable. The amount recommended is at a lower amount than that requested as the organisation had asked to support more than one full-time post, which is your usual limit for projects of this scope.

£87,900 over three years (£29,200, £29,300, £29,400) for the FT salary of the Development Officer North London and associated project costs.

Funding History

| Meeting Date | Decision |
|--------------|---|
| 26/11/2015 | A £20,000 grant as part of CBT's 20 th anniversary activities. |
| 14/02/2008 | £62,500 over 2.5 years (£25,000; £25,000; £12,500) towards core costs of services for older, isolated people across London. |

Background and detail of proposal

Loneliness and isolation can have a devastating effect on mental health and wellbeing, impacting also on physical health. Global AgeWatch Index research (2015) states one in 10 older people describe themselves as being lonely often or all the time. Survey results recently published by The Jo Cox Commission on loneliness suggest this figure is even higher and that almost three-quarters of older people in the UK are lonely and more than half of those have never spoken to anyone about how they feel. The majority of those using CtE services fall into the 'oldest old' category; 60% of those attending tea parties are in their 80s, while 29% are in their

90s and 1% are over 100. Many have social care needs including mobility problems, hearing problems and visual impairment. 67% only receive visits from anyone other than a paid carer, just once a week or less, and 44% do not know their neighbours. For many the tea party is the only social outing they attend each month.

CtE has a model that includes four categories of groups: Community Groups, which are the original Sunday tea parties with volunteers from within the community; University Groups, hosted by students; Special Interest Groups, often offshoots of existing groups, e.g. museum groups; and GP Groups, run by patient participation groups. The charity has a 98% success rate for maintaining existing groups. However with a waiting list of 239 older people and 225 potential volunteers, there is a strong need for new groups to be developed where it identifies 'loneliness hot spots'. Areas with the largest waiting lists often correlate with more deprived locations. By its nature, social isolation often means that the loneliest people are the hardest to reach. It's not the case that they are not there, it's just that older people do not always know services are available, and admitting to suffering from loneliness is difficult. The most recent independent impact report carried out on CtE confirmed that the tea parties significantly relieve feelings of isolation and loneliness, with 77% feeling happier because of them, 95% stating it was something to look forward to, and 90% having made friends with volunteers and 81% with other guests.

Financial Information

The charity had a significant surplus in income for 2017 due to a merger with the National Benevolent Fund for the Aged (NBFA) and the transfer of its net assets, as well as a grant of £250,000 from People's Postcode Lottery. A significant portion of NBFA's transferred assets is designated for the development of services, and not included in the figures for free unrestricted reserves. The majority of these designated funds (94%) are forecast to be spent by 2019, so have been released against free reserves below. CtE is forecast to meet its reserves target by 2019 through continued fundraising from trusts and foundations.

| Year end as at 31 March | 2017 | 2018 | 2019 |
|---|------------------|-----------------|--------------|
| | Audited Accounts | Forecast | Budget |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 1,812,027 | 1,720,792 | 1,750,000 |
| - % of Income confirmed as at 30/10/2017 | n/a | 71% | 11% |
| Expenditure | (1,381,856) | (1,755,792) | (1,742,000) |
| Total surplus/(deficit) | 430,171 | (35,000) | 8,000 |
| Split between: | | | |
| - Restricted surplus/(deficit) | 63,902 | 65,794 | 50,000 |
| - Unrestricted surplus/(deficit) | 366,269 | (100,794) | (42,000) |
| | 430,171 | (35,000) | 8,000 |
| Cost of Raising Funds | 93,120 | 124,525 | 101,620 |
| - % of income | 5.1% | 7.2% | 5.8% |
| Operating expenditure (unrestricted funds) | 926,678 | 777,374 | 836,300 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 274,672 | 284,246 | 362,246 |
| No of months of operating expenditure | 3.6 | 4.4 | 5.2 |
| Reserves policy target | 230,309 | 292,632 | 290,333 |
| No of months of operating expenditure | 3.0 | 4.5 | 4.2 |
| Free reserves over/(under) target | 44,363 | (8,386) | 71,913 |

MEETING: 23/11/2017

Ref: 14138

ASSESSMENT CATEGORY - Reducing Poverty

Brent Private Tenants' Rights Group

Adv: Joan Millbank

**Amount requested: £112,907
(Revised request £63,290)**

Base: Brent

Benefit: Brent and West London

Amount recommended: £71,300

The Applicant

Brent Private Renters' Group, known locally as Advice4Renters (A4R) was set up in the 1990's by tenants seeking better living conditions. The group became a charitable company in 1996. Today A4R provides an accredited advice agency dedicated to supporting households living in the private rented accommodation in Brent and West London. Its solicitor-led housing advice service assists over 400 clients each year through specialist casework advice, and litigation primarily funded through Legal Aid. A4R also offers volunteer-led mentoring aimed at helping clients to increase their skills to improve their general health and well-being. A4R is a member of the Brent Advice Partnership, which runs an advice website to promote self-help and an online referral network, and facilitates co-working across the network. Working within the Charity Commission guidelines A4R also campaigns for positive change within the private rented sector policy arena, and has a long standing working relationship with government agencies and departments. A recent success was informing the Energy Act 2011, which from 2018 will outlaw lettings of the most inefficient energy rated properties.

The Application

A4R is seeking a grant to develop a three year project to broaden its support available to households living in private sector housing. 'Under One Roof' builds on lessons learned through a one year pilot scheme. It targets housing advice to those in fuel poverty living in cold homes, by extending the casework support, providing energy advice to address fuel poverty, building skills in money management and training Community Money Mentors who would go on to inform others within their communities. The project will be delivered in collaboration with Toynbee Hall, which will provide the money management training. A4R will provide the legal and energy-related support. Toynbee Hall will provide the money management training from its own resources. A grant is sought only for the elements to be delivered by A4R.

The Recommendation

A4R sets out a strong case that poor housing conditions, lack of financial management skills and inability to heat homes are major influences on poverty and its impact on households living in private sector properties. It also sets out a convincing argument, built on its experience, that an integrated project approach is needed to help make a real difference. In the assessment meeting project costs were reviewed, and subsequently reduced. Match funding of £90,000 over three years has been secured through the Tudor Trust which will pay for the energy advice and towards running costs. You are being asked to meet the cost of the part-time housing advisor plus a contribution toward running costs.

£71,300 over three years (£23,600; £23,700; £24,000) to meet the salary of a Housing and Debt Advisor (14 hrs pw) plus a contribution towards running costs.

Funding History

None.

Background and detail of proposal

A complex range of factors has led to a sharp rise in private renting across London and within Brent. Lack of social housing and inability to secure a mortgage makes private renting the only housing option for many Londoners. Brent is ranked third highest nationally in terms of barriers to housing and has the biggest gap between average income and average house prices. Recent research (Citizens Advice February 2017) found that private renters often live in the poorest conditions while the lack of security of tenure makes private renters afraid to complain. Housing problems are often compounded by lack of income. Brent's Financial Inclusion Strategy 2015 found that one in three of the borough's children live in poverty while 20% of private rented households experience fuel poverty. A4R records show that most of their clients live in poverty, struggling to pay high rents, and utility bills. 'Under One Roof' will assist up to 400 private rented households each year of whom 100 are expected to receive support on their energy use and 40 clients are expected to attend Community Money mentor training. In terms of your funding, 120 households will receive specialist casework help from the housing and debt advisor each year, and all are expected to see an improvement in their housing and personal economic circumstances. Impact will be measured through the agency's casework monitoring system.

Financial Information

Addressing the need for free reserves was one of the trustees' key tasks in the last year; this will include seeking more grants and donations. The cost of generating funds represents time spent by the CEO in securing contracts and grants. Client funds are held in a separate Client account subject to the Solicitors' Accounts rules.

| Year end as at 31 March | 2016 | 2017 | 2018 |
|---|-------------------|----------------|---------------|
| | Examined Accounts | Draft Accounts | Budget |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 287,595 | 451,100 | 531,147 |
| - % of Income confirmed as at 28/10/17 | n/a | n/a | 98% |
| Expenditure | (273,143) | (432,266) | (510,639) |
| Total surplus/(deficit) | 14,452 | 18,834 | 20,508 |
| Split between: | | | |
| - Restricted surplus/(deficit) | 6,648 | (3,649) | 150 |
| - Unrestricted surplus/(deficit) | 7,804 | 22,483 | 20,358 |
| | 14,452 | 18,834 | 20,508 |
| Cost of Raising Funds | 2,500 | 2,500 | 2,435 |
| - % of income | 0.9% | 0.6% | 0.5% |
| Operating expenditure (unrestricted funds) | 154,635 | 247,918 | 437,657 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 13,166 | 39,639 | 59,997 |
| No of months of operating expenditure | 1.0 | 1.9 | 1.6 |
| Reserves policy target | 38,916 | 61,980 | 109,414 |
| No of months of operating expenditure | 3.0 | 3.0 | 3.0 |
| Free reserves over/(under) target | (25,750) | (22,341) | (49,417) |

MEETING 23/11/2017

Ref: 14137

ASSESSMENT CATEGORY - Reducing Poverty

Bromley by Bow Centre

Adv: Joan Millbank

Amount requested: £128,080

Base: Tower Hamlets

Benefit: Tower Hamlets

Amount recommended: £128,100

The Applicant

The Bromley-by-Bow Centre (BBBC) is an established charity working in East London. It works to develop clients' confidence, motivation and skills to increase life chances, aid their access employment and improve their health and wellbeing. It uses a 'whole person' approach to engage with local residents experiencing disadvantage and marginalisation. To this end it has developed an integrated model of addressing need and providing services, which brings together a wide range of health professionals, welfare advisors, training and education provision and health and wellbeing programmes. BBBC operates out of a welcoming building which also houses a doctors' surgery, public IT suite, a café, and it borders a park.

The Application

Tower Hamlets is one of the poorest boroughs in London. An estimated 25.3% of households are in income poverty, the sixth highest rate nationally, with one in three households in receipt of housing benefit. Over 39% of households now live in private rented properties, which is the fastest growing housing sector. Local housing research and BBBC's own advice records have identified an increasingly pressing problem of debt and homelessness within private rented households. Issues relate to deposits, disrepair, short term tenancies, rent increases, rent arrears and eviction. There is no dedicated advice service available to private renters in the borough and BBBC needs to increase its advice capacity to respond to an increase in demand.

The Recommendation

BBBC is seeking your support to employ an Integrated Housing Advice Worker, assisted by a Connections Worker, to focus specifically on private rent households. Each client / household will benefit from specialist housing advice and financial health services. As appropriate, clients will also be assisted to access other support, both within BBBC and elsewhere. You have previously funded BBBC, most recently via Stepping Stones. Monitoring has been consistently good and the Trust is very aware of the strong reputation of this organisation in service innovation, and focuses on and empowering marginalised communities.

£128,100 over three years (£40,800; £42,300; £45,000) to meet the cost of an Integrated Housing Advisor (21 hrs pw), a Connections Worker (21 hrs pw), project evaluation and management costs, to provide targeted housing advice and financial management support to private rented sector households experiencing housing difficulties and financial hardship.

Funding History

| Meeting Date | Decision |
|--------------|---|
| 18/03/2016 | £50,000 over 12 months for a Project Manager and on costs, leading work to pilot the Integrated Social Care Hub. |
| 28/07/2011 | £149,000 over three years (£48,000, £50,000, £51,000) for the salary and running costs of the ESOL programme for women. |

Background and detail of proposal

The Integrated Housing Advice Worker will work within BBBC's advice team and in accordance to accredited advice quality mark standards (AQS). The post-holder will undertake one- to-one appointments and run a drop-in session each week for those in urgent need. As required, s/he will provide early intervention advice and information, arrange affordable repayment schedules for those in rent arrears, ensure benefit checks are undertaken, negotiate possession proceedings including reviewing mitigating circumstances such as mental health factors, and present cases against repossession. Appointments will be made by the Connections Worker. S/he will also link housing clients into BBBC's 'Getting On with Money project', which will equip them with financial literacy skills, and money management training to help them stay out of, as well as manage, debt. At least 300 housing advice sessions will take place and 150 individuals/ households will go onto receive dedicated casework sessions each year; of these 100 clients are expected to progress onto personal budgeting sessions. Key outcomes for the client/ household will be reduced threat of eviction, reduced rent arrears, increased financial resilience and improved confidence in managing their tenancies, finances and accommodation issues. Evaluation will be undertaken from within BBBC's research centre, School of Integrated Solutions (SolS), which has a strong national reputation for community-based research. Project monitoring will benefit from a bespoke data management tool which BBBC is launching later this year.

Financial Information

Trustees have a policy to hold free reserves of between £650k and £850k in order to manage risk and safeguard the charity against fluctuations in income associated with payment by results funding. Each year a transfer is made from restricted funds to unrestricted funds to reflect central management recharges. This is reflected in the figures for each of the fund surplus/deficits.

| Year end as at 30 June | 2016 | 2017 | 2018 |
|---|------------------|----------------|---------------|
| | Audited Accounts | Draft Accounts | Budget |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 4,108,000 | 4,509,000 | 5,132,000 |
| - % of Income confirmed as at September | n/a | % | 66% |
| Expenditure | (4,080,000) | (4,409,000) | (5,072,000) |
| Total surplus/(deficit) | 28,000 | 100,000 | 60,000 |
| Split between: | | | |
| - Restricted surplus/(deficit) | 0 | 0 | 0 |
| - Unrestricted surplus/(deficit) | 28,000 | 100,000 | 60,000 |
| | 28,000 | 100,000 | 60,000 |
| Cost of Raising Funds | 192,000 | 227,000 | 234,000 |
| - % of income | 4.7% | 5.0% | 4.6% |
| Operating expenditure (unrestricted funds) | 410,000 | 586,000 | 914,000 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 666,000 | 766,000 | 826,000 |
| No of months of operating expenditure | 19.5 | 15.7 | 10.8 |
| Reserves policy target | 650,000 | 650,000 | 650,000 |
| No of months of operating expenditure | 19.0 | 13.3 | 8.5 |
| Free reserves over/(under) target | 16,000 | 116,000 | 176,000 |

MEETING: 23/11/2017

Ref: 14213

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

Media Trust

Adv: Geraldine Page

Base: Hammersmith & Fulham

Amount requested: £148,665

Benefit: London-wide

Amount recommended: £148,700

The Applicant

The Media Trust (MT) established in 1994 is a communications charity that believes in the power of media to change lives. It encourages the media and communications industry to share their time, knowledge and creativity to benefit charities, and underrepresented communities. It aims to amplify charities' voices by building their communications skills through innovative training, volunteer brokerage and content programmes to help them reach and engage new audiences. MT has been delivering the 'Telling Your Stories' project on behalf of the Trust for a number of years, offering a selection of the charitable projects you support the opportunity to have a short film made about their work by professional filmmakers.

The Application

MT is requesting funding for its Stronger Voices project, a comprehensive media and strategic communications training programme for 30 equalities organisations to skill up staff and provide them with a strategy to help target their audiences more effectively. Following the training the equalities organisations will be matched with a media volunteer from a MT corporate partner to help the organisations to develop a realistic and compelling campaign to engage audiences and policy makers with their work. The programme will be delivered in partnership with the Equality and Diversity Forum (EDF). EDF is a well-respected national network of organisations working across all areas of equality. It will work with MT to survey the communications needs of London's equality organisations to inform the development of the programme, help recruit the organisations, deliver a strategic communications workshop as part of the training and assist with monitoring the project on an on-going basis.

The media and capacity building training will be delivered over a period of 3-4 months in each year consisting of 5 intensive full day workshops, starting with EDF's strategic communications workshop designed specifically for equalities organisations, framing the context of communicating effectively about human rights, inequality and poverty. There will be further workshops on messaging and campaign development; understanding the media; getting your story into the media and media interview training and planning a social media and digital strategy. Additionally as part of the programme MT will deliver;

- Beneficiary spokesperson training - for the beneficiaries of the organisations taking part.
- Networking with journalists and media professionals – following the training MT will organise a networking event with its corporate partners, such as BBC, Trinity Mirror and Bloomberg where participants can put their training into practise and pitch their stories and campaigns directly and receive feedback.
- Communications audit and campaign planning with media mentors – Media Industry volunteers will work with the equalities organisation for 3 months

supporting them to drive their communications forward, raise their profile and secure increased and improved media output and visibility for their work.

- Advocacy Masterclass programme – in response to the wider skills gap in the sector MT will run four specialist master classes per year in partnership with leading media brands and speakers. The topics will be informed by the communications needs survey lead by EDF, to help identify specific communications themes that charities find challenging and would like additional support with. Delivered to 100 professionals and volunteers working for equalities organisations.

The Recommendation

MT has a very good track record in delivering intensive communications capacity building programmes for marginalised and underrepresented communities. In partnership with EDF, MT is in a strong position of expertise and capacity to support equality organisations to be able to tell their stories and the important role this has in reaching the wider public and policy makers, thereby helping them to achieve long-term support and drive policy change. The project costs may appear on the high side but are justified given the level, detail and nature of intensive work required to deliver such a comprehensive training programme to a high standard. Additionally following your Grant Officers advice MT has increased the number of equalities organisations taking part from 24 to 30 and put processes in place to encourage cascaded learning and removed the suggested £30 fee for Advocacy Masterclasses.

£148,700 over two years (£75,000; £73,700) to contribute to the delivery costs of the Stronger Voices Training Programme for 30 equalities organisations, including Advocacy Masterclasses, digital guides and volunteer brokerage.

Funding History

| Meeting Date | Decision |
|--------------|--|
| 15/06/2017 | £720 for the Media Trust to manage the subtitling for 'Telling Your Stories' screening at the Barbican |
| 22/09/2016 | £49,107 for the Media Trust to work with a cohort of City Bridge Trust grantees on a "Telling Your Stories" project. |
| 09/07/2015 | £50,000 over 12 months towards a marketing and business development programme that will allow Media Trust to explore opportunities for earned income and the potential to take on social investment. |
| 06/06/2013 | £80,000 for a final year's funding to provide media training to 110 young Londoners to tell London's stories to a wide national and regional audience. |

Background and detail of proposal

A number of studies have highlighted a significant communications and digital skills gap in the charity sector. The House of Lord Select Committee on charities report (2016-17) found “the sector as a whole is lagging at least five years behind the corporate sector in terms of utilising digital communications tools”. EDF has conducted research into how equalities organisations can be heard within an unfriendly media environment. There is a growing body of evidence showing the best ways to inform inspire and persuade people but very few charities/campaign communications draw on this. This project in partnership with EDF will draw on the research and use MT expertise to create a capacity building programme that will

help participants navigate the difficult media landscape to influence policy makers, advocate on behalf of their beneficiaries effectively and reach wider audiences.

Financial Information

MT is in a stable financial position and its strategic review includes a development plan for building the charity's reserves to its target level of £500k. The deficit in unrestricted funds in 2017 relates to a designated fund of £77,302 which had been set aside for use by MT's previous subsidiary Community Channel and was utilised in the year, as Community Channel was turned into an independent entity. The remaining deficit on unrestricted reserves of £28,683 was due to planned investment in MT's new strategy.

| Year end as at 31 March | 2016 | 2017 | 2018 |
|---|------------------|---|----------------|
| | Audited Accounts | Audited Accounts (CC received 17 Oct 17) | Forecast |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 3,125,352 | 2,437,305 | 2,240,000 |
| - % of Income confirmed as at 27/07/2017 | n/a | n/a | 64% |
| Expenditure | (2,950,151) | (2,521,578) | (2,081,000) |
| Total surplus/(deficit) | 175,201 | (84,273) | 159,000 |
| Split between: | | | |
| - Restricted surplus/(deficit) | 51,155 | 21,712 | 0 |
| - Unrestricted surplus/(deficit) | 124,046 | (105,985) | 159,000 |
| | 175,201 | (84,273) | 159,000 |
| Cost of Raising Funds | 240,814 | 261,705 | 405,000 |
| - % of income | 7.7% | 10.7% | 18.1% |
| Operating expenditure (unrestricted funds) | 1,693,406 | 1,578,664 | 958,000 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 364,570 | 355,114 | 440,000 |
| No of months of operating expenditure | 2.6 | 2.7 | 5.5 |
| Reserves policy target | 500,000 | 500,000 | 500,000 |
| No of months of operating expenditure | 3.5 | 3.8 | 6.3 |
| Free reserves over/(under) target | (135,430) | (144,886) | (60,000) |

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MEETING: 23/11/2017

Ref: 14177

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

On Road Ltd

Adv: Shegufta Rahman

Base: Hackney

Benefit: London-wide

Amount requested: £60,000

{Revised request: £80,000}

Amount recommended: £80,000

The Applicant

On Road Ltd, commonly known as On Road Media (ORM), was set up in 2008 as a company limited by guarantee and then registered as a charity in 2016. The charity's objective is to tackle social problems by improving media coverage of misrepresented groups and issues.

The Application

The charity currently has two well-established projects; All About Trans (AAT) and Angles. The former focusses on improving the portrayal of transgender people in the media, the latter on bringing media influencers together with people with lived experience of sexual violence and domestic abuse, promoting new content and a better understanding of the issues. Within each project four key activities are delivered, known as interactions: informal and curated meet-ups between activists with lived experiences and senior journalists; bespoke media training with a focus on self-care; peer support for activists engaging with the media; and mentoring for project participants. The application is for a contribution towards the media training courses and the total cost of the peer support meetings over two years, with the balance to be raised from other trusts and foundations.

The Recommendation

ORM has established a unique and well-tested model through its AAT project, which is the basis for developing Angles. More recently, ORM won the Third Sector Award for the 'Small Charity, Big Achiever' category for the AAT project this year. You are recommended to agree the revised request and higher level of grant enabling ORM to recover costs for the curated meet-ups between activists with lived experiences and senior journalists. A revised budget has been provided (Appendix A).

£80,000 over two years (£40,000, £40,000) towards the media training courses and interactions, and the cost of the activist network meetings, for both the All About Trans and Angles projects, conditional on confirmation of a dissolution clause being added to the charity's Memorandum and Articles of Association, and providing satisfactory management accounts for the remainder of 2017/18.

Funding History

None

Background and detail of proposal

AAT was launched with an objective to use lived experiences to move senior media professionals to care on an emotional level and take it upon themselves to do things differently. Following AAT's success, the organisation felt that a charity structure would be better suited to the work it delivers. Since this change in structure, the charity has been able to secure funding from more trusts and foundations.

A core element of the work of ORM is to train and support ‘activists’ – which can be anyone from the community with lived experience, who wants to make positive changes. The support includes bespoke media training based on research of that issue, coupled with peer support, with emotional and pastoral care that activists need. Not only are these individuals utilised for reactive interviews to challenge intransigent opinions getting air time, but they also have a proactive role to play. The charity has been working closely with numerous soap operas such as Eastenders, Emmerdale and Hollyoaks, to support their researchers with storylines. Activists have supported casting workshops which have led to two out of three of these soaps to develop trans story lines. The BBC and Channel 4 have supported ORM to gather evidence of impact to date, and have calculated that since the charity began it’s AAT project, approximately £5.5m has been spent on positive programming.

Angles launched this year to improve how sexual and domestic abuse is reported, leading to a better understanding of the crimes and experiences of victims. The number of journalists and broadcasters producing and collaborating on nuanced content on these topics has increased, as well as the number of resilient survivors and/or practitioners who are confidently qualified to engage with the media, sharing experiences and opinions.

Financial Information

Cost of Raising Funds was nil in 2015/16 due to the relevant time of the CEO not being apportioned to this spend. This is now being reported against. For a young charity, the organisation is on track to achieve significant growth through to 2018. The considerable increase in income from 2017 to 2018 is expected from a number of trusts and foundations with the pending applications either agreed in principle or through to final stages at the time of assessment, as well as developing a charging model and an income stream from the work with soap operas and media buyers.

| Year end as at 31 October | 2016 | 2017 | 2018 |
|---|----------------------|---------------|---------------|
| | Examined Accounts | Forecast | Budget |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 119,043 | 168,900 | 268,362 |
| - % of Income confirmed as at 17/10/17 | n/a | 100% | 58% |
| Expenditure | (118,368) | (155,962) | (253,600) |
| Total surplus/(deficit) | 675 | 12,938 | 14,762 |
| Split between: | | | |
| - Restricted surplus/(deficit) | 0 | 12,115 | (8,888) |
| - Unrestricted surplus/(deficit) | 675 | 823 | 23,650 |
| | 675 | 12,938 | 14,762 |
| Cost of Raising Funds | n/a | 17,100 | 9,600 |
| - % of income | n/a | 10.1% | 3.6% |
| Operating expenditure (unrestricted funds) | 72,885 | 30,639 | 54,850 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 3,633 | 4,456 | 28,106 |
| No of months of operating expenditure | 0.6 | 1.7 | 6.1 |
| Reserves policy target | 30,000 | 30,000 | 30,000 |
| No of months of operating expenditure | 4.9 | 11.7 | 6.6 |
| Free reserves over/(under) target | (26,367) | (25,544) | (1,894) |

| | |
|---|---------------------|
| Committee: | Dated: |
| City Bridge Trust | 23 November 2017 |
| Subject: Compliance and unannounced monitoring visits | Public |
| Report of: The Chief Grants Officer | For Decision |
| Report author: Tim Wilson, Principal Grants and Social Investment Officer | |

Summary

Unannounced and compliance visits of selected City Bridge grantees are part of the Trust's standard monitoring processes. These visits are used to ensure funds are properly spent and that accurate records are maintained. The way organisations are selected for these visits, and the method used to conduct compliance reviews, was developed in consultation with Internal Audit. Target numbers of compliance and unannounced visits were approved by Committee at its October 2013 meeting. Based on four years of delivery, officers now propose to make changes to the unannounced and compliance visit approach, both in terms of selection and quantum. These changes have been reviewed by the Head of Internal Audit as well as the Head of Charity and Social Investment Finance and both are supportive.

Recommendations

1. That Members agree to reduce the target number of unannounced visits from 25 to 15 whilst strengthening references to these visits in City Bridge Trust communications; and
2. That Members agree to amend the criteria for selecting compliance reviews based on the bulleted list in paragraph 13 of this report.

Main Report

Background

1. City Bridge Trust's grant monitoring seeks to achieve three outcomes:
 - increased effectiveness by grant-holders and the Trust;
 - improved learning from work funded by the Trust; and,
 - greater accountability by grant-holders to the Trust.

The details of how Investing in Londoners' grants are monitored were approved by Committee at its 3rd October 2013 meeting, covering both the reporting required from grantees as well as the proactive steps officers take to gather further detail.

2. At the same meeting, and following advice arising from a 2012 review of the Trust by Internal Audit, two new categories of grantee visit were introduced: compliance and unannounced. Both visits types are concerned with ensuring grantee accountability, the first through checking that accurate spending records are kept, the second through verifying services take place when stated. The Trust typically awards restricted grants to fund agreed services and post-holders over a set period of time. Grantees are expected to report annually on the progress they are making, and release of funding is conditional on receipt of satisfactory monitoring. At time of application, organisations are expected to present a monitoring framework explaining how they will measure and review progress (if they receive a grant), whilst the terms and conditions of the Trust's funding highlight the ways in which officers may check grant records kept.
3. Based on four years' learning, officers now recommend updating the selection and target numbers for both compliance and unannounced visits.

Current Position

4. Unannounced visits are spot-checks of funded services, verifying they are taking place on the dates and times publicised. The grant team selects organisations suitable for unannounced visits, excluding any delivering sensitive services (such as work with survivors of trauma) where the arrival of an outsider may cause distress to clients.
5. Compliance visits involve a thorough review of the record keeping retained by the grantee in relation to the restricted funds provided by City Bridge Trust, as well as checks of any employee posts funded by the same grant funding.
6. In its 2012 review, Internal Audit noted that the Trust should not seek to make unannounced or compliance visits with all grantees, but rather make an appropriate selection:

“judgement should be used to determine those organisations for which this [compliance] approach is suitable. Internal audit plan to work with the City Bridge Trust to develop enhanced checks, including a fraud risk assessment approach to their deployment. It is recognised that additional monitoring checks have resource implications and should be deployed according to risk. This equally applies to the use of unannounced monitoring visits which have recently been introduced.”

7. City Bridge Trust and Internal Audit agreed to focus compliance reviews on organisations with three or more of the following criteria:
 - Organisations with a turnover of <£250,000
 - Organisations established < 7 years ago
 - Organisations with < 5 trustees
 - Organisations providing several different services: where the grantee organisation provides 3 or more different services (e.g. 1-2-1 meetings, telephone advice, group sessions, mentoring, advocacy) or provides the same service but to a significantly different client group.

- Organisations employing several part time staff: 4 or more part time staff
8. The October 2013 Committee ratified these criteria together with a target of 25 unannounced visits and 40 compliance visits each year. Officers subsequently developed a compliance review method in collaboration with Internal Audit, including a process by which any concerns would be escalated through the Corporation.
 9. Due to the time involved and benefits arising from using an independent viewpoint, both compliance and unannounced visits are currently delivered by consultants under the instruction of City Bridge Trust officers.

Proposals

10. Following a meeting with the Head of Internal Audit in early October 2017, Trust officers now seek your approval to change the target numbers for both unannounced and compliance visits, and to adjust the criteria for selection of compliance visits.
11. Officers recommend reducing the annual target for unannounced visits from 25 to 15. None have flagged concerns since the Trust started undertaking them. It would not be cost-effective to conduct unannounced visits with all grantees, and as a fraud mitigation control officers believe the effectiveness of the unannounced visit lies in the potential for it to take place. We would, therefore, make more prominent in our correspondence with applicants and grantees that we make spot-checks. The grant team would continue to flag up organisations suitable for unannounced visits so we continue to screen those whose work is of a particularly sensitive nature, and we would agree the cohort of visits at the start of each financial year. Additional visits might take place if an officer was concerned at any point that services were not taking place as expected.
12. The criteria set in 2012 for compliance visits has transpired to be problematic. In practice, a relatively small proportion of the Trust's grantee caseload qualify for the "three or more flags" criteria, and those which do are generally smaller charities. Whilst skewed selection is of concern in itself, there is evidence that we may not have chosen the right risk criteria since none of the visits delivered since the compliance process began have raised concerns requiring additional action or escalation to Internal Audit.
13. Instead, officers propose the following criteria, any of which would always trigger a compliance visit:
 - a delayed return to Charity Commission of >30 days since grant was awarded (even if this relates to the financial year prior to when first payment was drawn down);
 - a change of post-holder without providing the Trust with prior notification;
 - a 100% increase or 50% reduction in total organisational turnover from one year to the next during the life of the grant (on the assumption that internal systems may then be under some stress and Trust record keeping could be compromised);

- the unplanned resignation of 25% of the trustee board or senior management team;
- the materialisation of any key risk factor identified by Chamberlain or Committee during grant assessment or approval; or
- at the request of the grant officer based on concerns arising from monitoring reports and/or communication with the charity.

14. It is likely that fewer compliance visits would take place, but those which do will be better directed at organisations where there is legitimate concern.

15. Although the prime reason for this request is to bring an improved focus on those grantees where there may be higher risk, there is an additional benefit in cost reduction. Reducing the total number of compliance and unannounced visits is a consultancy budget saving of approximately £12,000 pa.

| Current arrangement | Proposed arrangement |
|----------------------------|---------------------------------------|
| 25 unannounced visits pa | 15 unannounced visits pa |
| 40 compliance visits pa | Approximately 20 compliance visits pa |
| Total cost: c. £26,000 | Total cost c. £14,000 |

16. Officers have discussed the proposed revisions with the Head of Internal Audit and the Head of Charity and Social Investment Finance. Both are in agreement with the recommendations.

Conclusions

17. It is proposed that you amend the criteria for compliance visits, introducing an improved risk-based selection so the Trust concentrates on those organisations which are more likely to be experiencing difficulty. It is likely that this will reduce the number of compliance visits the Trust undertakes, but make those visits more valuable in terms of learning and accountability. The Trust also proposes to reduce the total number of unannounced visits each year, whilst publicising the existence of these visits more prominently. Your officers have discussed these proposals with officers in the Chamberlain's Department who are supportive.

Tim Wilson

Principal Grants and Social Investment Officer, City Bridge Trust

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| | |
|---|--------------------------------|
| Committee | Dated: |
| City Bridge Trust | 23 rd November 2017 |
| Subject: Applications recommended for rejection | Public |
| Report of: Chief Grants Officer | For Decision |

Summary

This report and the accompanying schedule outlines a total of 33 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 33 applications recommended for rejection at this meeting. They are listed within categories in the accompanying schedule. In each case the “purpose” that is used to describe the application is that provided by the applicant organisation. All the recommendations are based on criteria set out in your Policy Guidance.
2. Copies of these application forms are available to view in the Members’ Reading Room. If any Committee Member wishes to query any of the recommendations, this can either be done at the meeting, in which case the decision may be deferred while full details are provided to the Member concerned, or by contacting the Trust office in advance of the meeting so that an explanation can be provided prior to or at the meeting.

Ciaran Rafferty
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CBT iIL Recommended for Rejection
The City Bridge Trust Committee – 23rd November 2017
Summary of Recommendations for Rejection - Investing in Londoners

| Request Date | Ref & Organisation | Purpose | Reason for Recommendation for Rejection | Amount Requested | Grants Officer & Area |
|---|---|---|---|-------------------------|----------------------------------|
| <u>English for Speakers of Other Languages</u> | | | | | |
| July 2017 | 14159 Springfield Community Flat | To develop and enhance RAS work specifically increased and more effective ESOL classes. To enable RAS to integrate and work together for the whole community. | The 15/16 accounts show free reserves far in excess of their six months' target (so they could fund this themselves). They are asking for a full-time post for classes that run two hours/day - meaning that there is a risk part of the funding would end up being spent on other activities. | £39,900 | GP Lambeth |
| <i>Total English for Speakers of Other Languages (1 item)</i> | | | | £39,900 | |
| <u>Improving London's Environment</u> | | | | | |
| September 2017 | 14282 Ashden - Sustainable solutions, better lives | Towards the only free sustainable energy education programme to schools in London, significantly improving teacher and pupil engagement and understanding. | This is a project entirely in schools, requested by them (and their local authorities), and where the schools are likely to benefit directly through reduced energy bills - yet they do not make any financial contribution to the project costs. The organisation has less than 1 day's worth of expenditure in free reserves. | £82,500 | CR Westminster |

| Request Date | Ref & Organisation | Purpose | Reason for Recommendation for Rejection | Amount Requested | Grants Officer & Area |
|----------------|------------------------------------|---|---|------------------|-----------------------|
| September 2017 | 14308 Green Schools Project CIC | Recruitment of a programme manager role and core running costs. | Financial information for the current and previous year shows total income of less than £10,000. Both the project description and the future financial forecasts of the organisation suggest that schools would be the principal beneficiaries of the organisation's work, which would fall outside your priorities. | £49,435 | CR Hackney |
| September 2017 | 14270 Pestival CIC | To promote public understanding of the natural environment and insects through the Pestival outreach programme, including through events and online resources. | This is a huge request for a single year's activity, illustrating that the organisation has failed to consider your guidance. Financial information presented shows that the rate of growth of the organisation is rapid, with income forecast to increase five-fold in one year. | £140,028 | CR Camden |
| March 2017 | 13966 The Gaia Foundation | To raise awareness amongst Londoners of the threats to our food system and how they can practically and politically engage in creating a healthier environment. | A request to stage a photography exhibition and associated communications campaign highlighting the importance of small-scale growers in global agriculture. The application does not address sufficiently how well this would lead to improved understanding of the issue on a significant scale, nor how the applicant would monitor the difference made. | £47,000 | TW Camden |

| Request Date | Ref & Organisation | Purpose | Reason for Recommendation for Rejection | Amount Requested | Grants Officer & Area |
|---|---------------------------------------|--|--|------------------|-----------------------------|
| August 2017 | 14229 Westway Trust | To create a movement of community action to improve air quality adjacent to the Westway (A40). | This application does not sufficiently address your areas of interest within the environment programme. In addition it is a rather costly project with limited tangible outcomes. | £181,608 | JXM Kensington & Chelsea |
| <i>Total Improving London's Environment (5 items)</i> | | | | £500,571 | |
| <u>Improving Londoners' Mental Health</u> | | | | | |
| July 2017 | 14117 Advocacy Project | To provide a community based mental health advocacy service for people across London who identify as LGBT | The organisation has a trend of holding free unrestricted reserves over and above its reserves policy and could self-fund this work. Your officer does not believe the partner organisations referenced are sufficiently skilled or experienced to deliver this specialist work. | £77,970 | SAR Kensington & Chelsea |
| October 2017 | 14212 Camden Psychotherapy Unit | We aim to provide longer term mental health support in the form of psychoanalytic psychotherapy to people on low incomes and at risk groups. | Organisation has far in excess of one year's worth of unrestricted reserves and above its policy level, so has the capacity to fund this work from existing resources. | £171,391 | CR Camden |
| August 2017 | 14269 Healthwatch Hillingdon | To deliver a peer to peer Mental Health, Wellbeing and Life Skills promotion and education programme in secondary schools throughout the London Borough of Hillingdon. | The organisation, entirely funded by statutory bodies, has no track record of delivering mental health services to young people. | £46,323 | CR Hillingdon |

| Request Date | Ref & Organisation | Purpose | Reason for Recommendation for Rejection | Amount Requested | Grants Officer & Area |
|---|--------------------------------------|--|--|------------------|-----------------------|
| August 2017 | 14248 Home-Start Havering | To improve the mental health and wellbeing of children and families living within the London Borough of Havering. | This application did not meet sufficiently the programme outcomes as they will not be delivering specialist mental health support to children and young people. | £61,938 | JXJ Havering |
| September 2017 | 14309 No.1 Performing Arts (NOPA) | We will deliver holistic and effective mental health support services for families to build resilience and have an impact on the community as a whole. | The annual request is for considerably more than 50% of the organisation's turnover, which it is not your policy to support. | £268,574 | KAM Lambeth |
| August 2017 | 14252 Sexual Health on Call | To create a Mental Health and Emotional Wellbeing Peer Mentoring Project, and deliver this in 45 schools, reaching 21,600 students, and 1,000 carers. | The applicant did not present a convincing case for funding. The financial position of the organisation is weak; free reserves are insubstantial. The trustees are paid as employees, which is outside recommended good practice for charities. | £138,545 | JXM Brent |
| <i>Total Improving Londoners' Mental Health (6 items)</i> | | | | £764,741 | |
| <u>Making London More Inclusive</u> | | | | | |
| August 2017 | 14259 Lord's Taverners | The expansion of the Disability Cricket Championships (LTGCC) aimed at providing inclusive cricket participation opportunities for disabled young people aged 12+ across 32 London boroughs. | The organisation holds c. £8M in designated funds (in relation to turnover of c. £6M) where the designation is, in part, to enable the charity to support another expansion. It therefore has sufficient funds already available to support this proposal. | £90,000 | CR Westminster |

| Request Date | Ref & Organisation | Purpose | Reason for Recommendation for Rejection | Amount Requested | Grants Officer & Area |
|----------------|--|---|---|------------------|-----------------------|
| June 2017 | 14144 Museum of London | The Open to All Access Project will work with Londoners to make the Museum of London, old and new, the most accessible in the world. | The Trust is unable to support this request given the governance role of the City of London Corporation in both organisations. | £123,227 | CR City |
| August 2017 | 14236 Oxford House in Bethnal Green | To increase the accessibility of Oxford House, enable increased number of disabled people to use the building and ensure participation in employment/volunteering and arts/heritage activities. | The organisation's free unrestricted reserves are below that which is considered acceptable by the Trust. | £97,569 | KAM Tower Hamlets |
| June 2017 | 14155 Pembroke House (Pembroke College Mission) | To facilitate greater access across all floors and outside areas of Pembroke House community centre for staff, service users and volunteers facing barriers to access. | The applicant has not provided the information required to complete the assessment by the agreed deadline. | £3,060 | JXM Southwark |
| September 2017 | 14307 Princes Park Youth Football Club | We wish to construct a disabled ramp to give access onto our floodlit astroturf facility, improving the scope for development/ recreational opportunities for the disadvantaged. | Having recently raised significant funds to redevelop its facilities, the organisation is now seeking to improve their access - which should have been done as part of the original scheme. You also do not support access to sports where there is significant governing body funding available. | £4,000 | CR Barnet |
| October 2017 | 14318 Sea-Change Projects Ltd | Fitting-out a new traditional Thames sailing barge for the purpose of building confidence, self-esteem and purpose in young Londoners residentially on the River Thames. | The applicant has made no reference to the access audit report recommendations (funded by The Trust) and has requested funds far in excess of the cost of any access works, valued at approximately £900. | £75,000 | KAM Outside London |

| Request Date | Ref & Organisation | Purpose | Reason for Recommendation for Rejection | Amount Requested | Grants Officer & Area |
|---|--|---|---|------------------|-----------------------|
| August 2017 | 14247 St Clement's Church, King Square | To provide an accessible entrance and accessible WC for St Clement's Church for the first time. | The community use of St Clement's is limited to ad hoc "in house" events and commercial use. Based in such close proximity to St Luke's Community Centre (which has significant community programmes on offer), your officer is not convinced of community space demand on St Clement's Church. | £20,000 | SAR Outside London |
| <i>Total Making London More Inclusive (7 items)</i> | | | | £412,856 | |

Making London Safer

| | | | | | |
|--|---|---|--|----------|------------------|
| September 2017 | 14274 Asian Women's Resource Centre (AWRC) | Sustain support services to Black, Minority, Ethnic women experiencing harmful practices to take control of their lives, become more independent and integrate into mainstream society. | The application has not been well made, with a request for funds towards two management posts on salaries, which seems disproportionately high in relation to the size of the charity. | £192,300 | JXM Brent |
| August 2017 | 14246 Redbridge Equalities & Community Council | Engage the community to support victims of hate crime, bring victims to come together to have a voice and provide advice and advocacy. | The applicant's financial projections demonstrate a level of free reserves below that which is considered acceptable by the Trust. | £86,118 | KAM Redbridge |
| <i>Total Making London Safer (2 items)</i> | | | | £278,418 | |

| Request Date | Ref & Organisation | Purpose | Reason for Recommendation for Rejection | Amount Requested | Grants Officer & Area |
|-------------------------------|--|--|---|------------------|-----------------------|
| <u>Older Londoners</u> | | | | | |
| May 2017 | 14013 Building Exploratory | To engage diverse older Londoners in active learning, increasing their wellbeing and ensuring their voices are heard by those designing and developing London's built environment. | The organisation has negative free reserves.. Outcomes too similar to previous grant - three years not elapsed. | £101,210 | GP Islington |
| July 2017 | 14184 Carers Network Westminster | Our project will provide specialist support to unpaid carers looking after someone approaching the end of their life. | The applicant has not sufficiently demonstrated the strategic importance of this project, to warrant funding beyond the Trust's previous grant for three years. | £94,453 | KAM Westminster |
| July 2017 | 14217 Dementia UK | A new Business Development post to establish new Admiral Nurse services across London ensuring families living with dementia have a better quality of life. | The organisation has a very successful fundraising model and has generated a surplus on unrestricted funds for several years running. It now holds free reserves of over £2.5M (and in excess of its policy), so your funding cannot be seen as a priority at this time. | £153,639 | RG Islington |
| August 2017 | 14238 Jewish Care | To use participatory arts in our eight residential homes in London to increase the older residents' wellbeing by empowering them and providing opportunities for self-expression. | The applicant is seeking funding to continue provision of arts activities in eight of its care homes; after five years it is felt that this work should be embedded in the core approach rather than presented as additional activities. Further, management costs seem disproportionately high, relative to direct activity costs. | £139,602 | JXM Barnet |

| Request Date | Ref & Organisation | Purpose | Reason for Recommendation for Rejection | Amount Requested | Grants Officer & Area |
|--|------------------------------------|---|---|-------------------------|----------------------------------|
| August 2017 | 14254 Open Age | To support The Open Age Arts Olympics 2021, which will improve the health/wellbeing of older Londoners, through their active participation in the creative/performing arts. | A request for core funding from an organisation which was in receipt of a grant for the same purpose until March 2016. The application is fundamentally for the same outcomes as before and is therefore ineligible for funding at present. | £150,000 | TW Kensington & Chelsea |
| May 2017 | 14128 Protein Dance Ltd | May Contain Food, May Contain You -- A Dementia-friendly Participatory Performance and Support and Skillshare Package for Older Londoners and their carers. | The application does not sufficiently address the priorities of your Older Londoners programme. The application is over-ambitious in its claim to deliver Continuing Professional Development training for Care Workers. | £124,931 | KAM Greenwich |
| July 2017 | 14183 The Volunteer Link Scheme | To support and increase the wellbeing of some of the most isolated people in our area through our growing befriending scheme. | The applicant has a level of free reserves above that which is considered acceptable by the Trust. The applicant could therefore invest some of its free reserves in the growth of this existing project. | £75,000 | KAM Ealing |
| <i>Total Older Londoners (7 items)</i> | | | £838,835 | | |

| Request Date | Ref & Organisation | Purpose | Reason for Recommendation for Rejection | Amount Requested | Grants Officer & Area |
|---|--|---|---|------------------|-----------------------|
| <u>Reducing Poverty</u> | | | | | |
| June 2017 | 14161 Lee Green Lives | We wish to employ a sessional benefits advice/employment worker to provide advice, assist local people in completing on-line benefit forms and provide training for volunteers | While a very small request, it is for benefits/advice work, which the organisation has no experience of providing directly. The rate of pay proposed is below the London Living Wage. | £4,966 | CR Lewisham |
| October 2017 | 14283 Lewisham Citizens Advice Bureau Service | Our aim is to develop a Welfare Benefits Team assisting clients not capable of dealing with benefit enquiries and appeals, including representation at tribunals. | The attention, focus and outcomes of the bid do not strongly enough address your programme outcomes. | £146,628 | KAM Lewisham |
| <i>Total Reducing Poverty (2 items)</i> | | | | £151,594 | |
| <u>Strengthening London's Voluntary Sector</u> | | | | | |
| August 2017 | 14221 Jewish Lads' and Girls' Brigade | Expanding JLGB's evolve initiative will strengthen London's voluntary sector and improve, monitor and evaluate each charity's impact to better engage hard to reach young volunteers. | The attention and focus of the bid does not strongly address your programme outcomes. The post for which funding is sought, Project Director, is for a national project, Evolve. The monitoring framework does not provide any milestones or targets against which to measure progress. | £114,000 | KAM Redbridge |

| Request Date | Ref & Organisation | Purpose | Reason for Recommendation for Rejection | Amount Requested | Grants Officer & Area |
|--|--|---|---|-------------------|-----------------------|
| July 2017 | 14223 Jewish Volunteering Network (JVN) | To support charities in providing volunteering opportunities for people with mental health challenges by facilitating recruitment and providing training, mentoring and evaluation. | The organisation's reserves position is double its reserves policy, and during assessment the Director confirmed a significant amount raised at its recent ten year gala dinner. The project has previously been funded through statutory sources, and an application to the local authority is currently pending decision. | £58,826 | SAR Barnet |
| August 2017 | 14251 Spice Innovations Ltd | We are applying for two years contribution to London spend network development costs in order to strengthen our support offer to London's voluntary sector. | The attention and focus of the bid does not strongly enough address your programme outcomes. | £100,534 | KAM Tower Hamlets |
| <i>Total Strengthening London's Voluntary Sector (3 items)</i> | | | | £273,360 | |
| Grand Totals (33 items) | | | | £3,260,275 | |

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|---|---|
| Committee: City Bridge Trust | Dated: 23 rd November 2017 |
| Subject: Stepping Stones | Public |
| Report of: Chief Grants Officer | For Information |

Summary

This report sets out the 16 recent grant approvals made under the recently concluded 4th round of Stepping Stones – the City Bridge Trust (CBT) grants programme, run in conjunction with UBS bank that helps charities to investigate their potential for social investment. Officers will bring a case for a 5th round of Stepping Stones to your January 2018 meeting which will also provide an update on past and current grantees.

Recommendation

That Members note the report.

Main Report

Stepping Stones Fund

Background

1. In November 2014, following your agreement, the Stepping Stones Fund was launched. The grants programme helps charities to investigate their potential for social investment. It is designed as a potential 'stepping stone' between your Investing in Londoners grants programme and the Social Investment market, including the City of London Social Investment Fund (which is governed by the Social Investment Board and managed by City Bridge Trust officers working with Chamberlains).
2. Over four rounds the Stepping Stones Fund has supported 65 organisations with grants totalling just under £3m. Stepping Stones is co-funded by UBS bank.

4th & Most Recent Stepping Stones Fund Round

3. In September 2017 awards were made under the fourth round of Stepping Stones following assessment panels populated by a mixture of Trust officers and UBS staff. Representatives from the Mercers', Clothworkers' and Goldsmiths' Companies, Trust for London, the Esmée Fairbairn Foundation, CAF Venturesome, B Corps, CAN Invest

and Bates Wells Braithwaite Impact Advisory also joined the assessment panels.

4. Organised into discrete funding cycles, each round of Stepping Stones has been oversubscribed. The fourth round saw 56 applicants requesting a total of £2.5m against a total 'pot' of £617k. The programme is designed to allow a 'first filter' of proposals to give quick responses to applicants who are unlikely to succeed at panel interview.
5. You received notice of 31 applicants who were rejected in this manner at your June meeting. Not only does this minimise wasted application time, it also ensures that organisations can benefit from feedback that helps them with subsequent bids, should they choose to do so. Several awards made in the current round were improved bids based on unsuccessful requests in previous funding cycles.
6. Funding was agreed to the following 16 organisations with grants up to £50,000 and totalling £617,000 (the full grant allocation):

| Organisation | Amount |
|------------------------------------|-----------------|
| Pure Leapfrog | £49,000 |
| Women's Aid | £49,000 |
| Streets of Growth | £49,000 |
| Family Action | £46,000 |
| Naked House | £45,000 |
| Trees for Cities | £45,000 |
| Age UK East London | £45,000 |
| Migrant Helpline | £45,000 |
| Teens and Toddlers | £40,000 |
| Causeway Irish Housing Association | £40,000 |
| St Michael's Fellowship | £39,000 |
| Four Corners Ltd | £37,000 |
| Longfield Hall Trust | £29,500 |
| Khulisa | £28,500 |
| London Play | £20,000 |
| London Youth Support Trust | £10,000 |
| Total | £617,000 |

7. Details of these awards are included elsewhere in your papers for this meeting, as part of the schedule of approvals made under delegated authority.
8. The partnership with UBS has been notably strong. Nearly 100 corporate volunteers from across many of the bank's departments have participated in pre-interview coaching as well as the selection panels, and senior managers have joined the Chairman, Deputy Chairman and Chief Grants Officer in reviewing grant recommendations (as above). Stepping Stones is seen as a good fit with UBS' broader interest in

social enterprise and social investment, and the bank has reported that its staff have enjoyed their involvement in the process.

Future Plans

9. Consultation with other funders and social investment intermediary organisations and the continued quality of applications received at each round indicates there is merit in maintaining the programme. You will receive a proposal to your January 2018 meeting setting out what a fifth round of Stepping Stones might look like and describing outcomes to date.

Recommendation

That Members note the report.

Tim Wilson

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|---|--------------------------------|
| Committee | Dated: |
| City Bridge Trust | 23 rd November 2017 |
| Subject: Funds approved under delegated authority | Public |
| Report of: Chief Grants Officer | For Information |

Summary

This report advises members of funds approved under delegated authority since your last meeting.

Recommendation

Members are asked to:

- Receive this report and note its contents

Main Report

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

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

The total amount of expenditure and number of items approved under delegated authority this financial year (inclusive of those below) are shown in Table 1.

Requests <£10K

| | |
|--|---|
| Centre 404 (Approved 21/8/2017) | £3,200 (8 days @ £400) to provide an eco-audit. |
| Citizens Advice Southwark (Approved 21/8/2017) | £3,000 (7.5 days @ £400 per day) to conduct an eco-audit for Citizens Advice Southwark. |
| The Huddleston Centre (Approved 17/10/2017) | £2,000 (5 days @ £400 per day) to provide an eco-audit. |

| | |
|--|---|
| Action Against Medical Accidents (Approved 5/9/2017) | £2,000 towards a full access audit of Freedman House. |
| Applecartlive Ltd (Approved 8/9/2017) | £1,950 to commission an independent access audit for 170 Harold Road, London E13 0SE. |
| St Leonard, Streatham (Approved 15/9/2017) | £4,750 towards an independent access audit. |

Requests £10K - £25K

| | |
|---|--|
| London Youth Support Trust Stepping Stones (Approved 8/9/2017) | £10,000 over 9 months towards business planning and cost analysis to help prepare LYST for social investment. |
| London Play Stepping Stones (Approved 8/9/2017) | £20,000 over one year towards 50% of the costs of the London Play (Design) Director, subject to quarterly management accounts of London Play. |
| Translating & Interpreting Service (TIS) (Approved 7/10/2017) | £20,600 for a third and final year to meet the cost of providing Entry Level 1-3 provision. |
| Citizens Advice Service in Three Rivers (Approved 7/10/2017) | £21,000 over three years (3 x £7,000) for the salary of a p/t (5 hpw) Outreach CAB Advisor at Hillingdon Foodbank. |
| Eastside Community Heritage (Approved 15/9/2017) | £24,500 for a third and final year towards the salary of the part-time (3dpw) Project Officer and associated running costs. The award is conditional on the satisfactory final monitoring report of the charity's current grant. |

Requests £25K - £50K

| | |
|--|--|
| London Funders (Approved 1/9/2017) | £26,510 from funds for the Anniversary Programme for civil society infrastructure support towards various activities related to the implementation of The Way Ahead. |
| Khulisa Stepping Stones (Approved 8/9/2017) | £28,500 over one year towards the cost of an interim monitoring and evaluation consultant for 6 months (three days per week), an impact |

evaluation of the organisation's work and developing an operational plan.

Longfield Hall Trust
Stepping Stones
(Approved 8/9/2017)

£29,500 over 18 months to employ a performance director/venue manager and a marketing professional plus other related project costs to develop Longfield Hall as a small-scale performance space and demonstrate revenues that could support social finance. The grant is conditional on the agreement of a Community Asset Transfer and longer lease.

Four Corners Limited
Stepping Stones
(Approved 8/9/2017)

£37,000 to support the cost of the market research, staff, training and consultancy costs for the first two periods of the development of the Fifth Corner. An initial payment of £4,000 will be made for the market research with two additional payments subject to the satisfactory outcome of the market research report.

Advice Support Knowledge Information
(Approved 19/10/2017)

£37,600 over three years (£12,600; £12,500; £12,500) towards the costs of weekly therapeutic dance classes working with older people 75+ living with Dementia, and their Carers.

Sutton Centre for Voluntary Service
(Approved 1/9/2017)

£38,450 over one year towards the development of Sutton Giving.

St Michael's Fellowship
Stepping Stones
(Approved 8/9/2017)

£39,000 over 12 months to expand the Caring Dads programme into Lambeth, Wandsworth, Merton, Southwark and Croydon to scope the market and test the feasibility of social investment.

Causeway Irish Housing Association
Stepping Stones
(Approved 8/9/2017)

£40,000 over 10 months to provide staff management days and purchase consultancy expertise to build capacity in understanding of social investment, use of existing assets to leverage investment and exploration of community shares as a viable sustainable model.

Teens and Toddlers UK Ltd
Stepping Stones
(Approved 8/9/2017)

£40,000 over 18 months towards the costs of a review of Teens and Toddlers' approach to evaluation in order to ensure the organisation can provide robust evidence of the outcomes it claims and therefore be more suitable for the social investment market.

| | |
|--|--|
| <p>Turtle Key Arts Centre Trust Stepping Stones (Approved 5/9/2017)</p> | <p>£42,500 over three years (£14,500, £14,000, £14,000) for running costs of two participation projects; 100% of 'Key Words' for dyslexic children and teenagers and 25% towards 'Key Club' for 16 – 30 year olds on the autism spectrum.</p> |
| <p>Age UK East London Stepping Stones (Approved 8/9/2017)</p> | <p>£45,000 over 12 months to build a robust evidence base and business case for a new hospital admission avoidance pathway for older people in East London.</p> |
| <p>Migrant Helpline Stepping Stones (Approved 8/9/2017)</p> | <p>£45,000 over 12 months to work with Social Finance to develop a viable housing and employment model and attract social investment.</p> |
| <p>Naked House Community Builders Stepping Stones (Approved 8/9/2017)</p> | <p>£45,000 over 18 months towards the costs of a 0.4 Business Director together with consultancy input to strengthen Naked House's financial management, risk framework, social impact metrics and social investment offer. The award subject to confirmation of signed agreements for site development between Naked House and London Borough of Enfield.</p> |
| <p>Trees for Cities Stepping Stones (Approved 8/9/2017)</p> | <p>£45,000 over 12 months to build Trees for Cities' (TFC) capacity to develop and implement a range of services that will diversify its income, particularly from landowners and businesses to enable social investment.</p> |
| <p>Family Action Stepping Stones (Approved 8/9/2017)</p> | <p>£46,000 over 18 months to employ a Development Manager to lead the development work necessary to launch an Edge of Care service in 2018 and to purchase external support from ATQ to facilitate the development of the outcomes framework.</p> |
| <p>Pure Leapfrog Stepping Stones (Approved 8/9/2017) Streets of Growth Stepping Stones (Approved 8/9/2017)</p> | <p>£49,000 over six months towards the development of the London Community Energy Fund</p> <p>£49,000 over 18 months to employ an Enterprise Development Manager to test the project's viability as a long-term self-sustaining business model to enable social investment.</p> |
| <p>Women's Aid Stepping Stones</p> | <p>£49,000 over 12 months to build an evidence base that will enable final refinements to the</p> |

(Approved 8/9/2017)

design of the SIB to be made, but also as a key part of the process for formally engaging commissioners and investors.

Gingerbread

(Approved 16/10/2017)

£50,000 to research and disseminate the needs of single parent families in London and how services could be provided to best meet those needs.

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

| Applications reported to Committee | < £10k | | £10k - £25k | | £25k - £50k | |
|------------------------------------|-----------------|-----------|-----------------|----------|-----------------|-----------|
| | £ | No. | £ | No. | £ | No. |
| May 2017 | £5,600 | 2 | £0 | 0 | £30,550 | 1 |
| June 2017 | £1,610 | 2 | £17,400 | 1 | £0 | 0 |
| July 2017 | £5,540 | 3 | £0 | 0 | £0 | 0 |
| September 2017 | £127,717 | 23 | 0 | 0 | £129,912 | 3 |
| November 2017 | £16,900 | 6 | 96,100 | 5 | 782,060 | 19 |
| Total for year to date | £157,367 | 36 | £113,500 | 6 | £942,522 | 23 |

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|--|--------------------------------|
| Committee | Dated: |
| City Bridge Trust | 23 rd November 2017 |
| Subject: Withdrawn & Lapsed applications | Public |
| Report of: Chief Grants Officer | For Information |

Summary

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

Recommendation

Members are asked to:

- Receive this report and note its contents

Main Report

Organisation

Purpose of Request

Withdrawn Applications:

Ethnic Minority Centre Ltd (EMC)

Community ESOL classes aimed at supporting local residents with a limited command of spoken/ written English to access and integrate better into the wider society.

- The applicant decided to withdraw their application.

Refugee Action Kingston

To offer English for Speakers of Other Languages (ESOL) from (pre-entry) to (Entry level 3) to all refugees and asylum seekers.

- The applicant withdrew the proposal on realising that they had applied within the fallow period following a previous grant from City Bridge Trust.

| | |
|-------------------------------------|---|
| Barons Court Project | <p><i>Drop-in/Project Worker supporting homeless or mentally ill people by teaching ESOL and Employment skills for people with no recourse to public funds.</i></p> <p>- The applicant decided to withdraw with a view to possibly submitting a new application after a review of the organisation's priorities.</p> |
| PAPYRUS Prevention of Young Suicide | <p><i>To support recognised at risk groups by enhancing the suicide prevention capacity of their communities, and by signposting to our helpline service HOPELineUK.</i></p> <p>- The applicant decided to withdraw their application in order to revisit their project planning and take the time to put together a more focussed application.</p> |
| British Film Institute (BFI) | <p><i>Towards Installation of a Disabled Access Lift Connecting the Ground and First Floors as Part of Wider Redevelopment of BFI Southbank.</i></p> <p>- The applicant has withdrawn their application, with a view to carrying out an access audit in order to inform the proposal.</p> |
| One-To-One (Enfield) | <p><i>Community Hub to enable people with learning disabilities and autistic people to access and be included in art and cultural activities locally and across London.</i></p> <p>- The applicant withdrew the proposal on realising that they had applied within the fallow period following a previous grant from City Bridge Trust.</p> |
| Field Lane Foundation | <p><i>Transforming the lives of 19 homeless mothers and 20 vulnerable children at Andrew Provan House project who otherwise could potentially find themselves placed in care.</i></p> <p>- The applicant decided to withdraw their application for funding with a view to refocusing and submitting another proposal at a later date.</p> |

Redbridge Citizens Advice
Bureau

To assist clients and GPs by taking referrals from GPs for those of their patients whose underlying problems might be addressed with our advice.

- The applicant decided to withdraw their application in order to reconsider and submit a different application at a later date.

Lapsed Applications:

Trinity Community Centre

To improve the accessibility of the building for disabled and mobility impaired visitors.

- The applicant did not respond to requests for further information.

DEBRA

DEBRA'S London Community Support Service empowers people living with the debilitating genetic condition Epidermolysis Bullosa to maximise their quality of life and independence.

- The applicant did not respond to requests for additional information.

Total Withdrawn Applications: 8

Total Lapsed Applications: 2

RECOMMENDATION

That the report be received and the contents noted.

Contact Person:

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|---|--------------------------------|
| Committee | Dated: |
| City Bridge Trust | 23 rd November 2017 |
| Subject: Variations to grants awarded | Public |
| Report of: Chief Grants Officer | For Information |

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.

Research project (ref 13059)

In May 2015 funds of £35,000 were agreed to commission research into a potential small grants programme. However, it was later decided that the team lacked the capacity to manage the commission at that time. As it is now intended that a small grants scheme be integral to the forthcoming Bridging Divides programme the original funds have been revoked.

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| Committee | Dated: |
| City Bridge Trust | 23 rd November 2017 |
| Subject: Report on Learning visits | Public |
| Report of: Chief Grants Officer | For Information |

Summary

This report introduces reports from monitoring visits to Africa Advocacy Foundation and Attend.

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 Africa Advocacy Foundation and Attend, supported under your programmes for “Improving Londoners’ Mental Health” and “Older Londoners”. AAF addresses the issue of female genital mutilation whilst Attend works to support older people living with dementia.

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LEARNING VISIT REPORT
Africa Advocacy Foundation (AAF) 13075

| | | |
|--|---|-----------------------------|
| 1.1 Date of visit: August 3 rd 2017 | 1.2 Name of visiting Grants Officer: Kate Moralee | 1.3 People met with: |
| 1.4 Programme Area & Outcomes: Improving Londoners' Mental Health More refugees and asylum seekers experiencing trauma, grief and loss accessing mental health services resulting in improved mental health | | |
| 1.5 Purpose of the award: £106,500 over three years towards a project supporting young women in addressing the psychological impact of female genital mutilation. | | |
| MONITORING INFORMATION | | |
| 2.1 Project Outcome 1: 200 confident young women experiencing improved mental health and able to deal with the terrible physical, emotional and psychological effects of FGM Progress made: To date over 75 young women have accessed the service and all have either reported or been assessed as having improved confidence. With your funding 34 young women accessed 1:1 counselling and displayed complexity of need and trauma disorder, measurement of improved confidence was stronger for this cohort. 3 women who were previously involved in the mental health care system have been supported to live independently and are positively transitioning into adulthood. With your funding therapeutic creative and arts activities (drama, poetry, art and music sessions) have been delivered and these have helped the young women to overcome emotional barriers whilst bringing a sense of fun and relaxation. | | |
| 2.2 Project Outcome 2: At least 90% of the beneficiaries experiencing less isolation; openly sharing their experiences and actively involved in peer support networks and community life Progress made: When accessing the services supported with your funding most of the young women who knew they had undergone FGM confided they felt shame to discuss their experience openly and self-medicated in cases of infection. Having participated in activities and counselling many of these women have become more assertive, requesting to speak to a female doctor and actively challenging FGM practices in public. At least 80% of the beneficiaries have reported feeling safe and have improved social interactions and reduced isolation due to peer mentoring, group therapy activities and friendships developed on the programme. Despite the challenges and stigma within families and communities some young women have deliberately raised the topic with their families, Imams, pastors and community leaders. This has resulted in better relationships, family members attending family events and some parents supporting the programme. | | |

2.3 Project Outcome 3:

Over 90% of beneficiaries exhibiting increased resilience and confidence levels on rights, needs, choices and actively advocating for self and others in similar situations

Progress made:

With your funding many of the young women have trained as champions giving presentations at school, talking to other young women and even reporting any risks they perceive. Many of the young women have confirmed that they would report their parents if they knew they were planning for their siblings to undergo FGM and feel able to stand up for themselves or report cases of coercion. Your funding provided support for young women to be more knowledgeable about the law their rights and available support. This has enabled over 90% of programme participants to feel comfortable discussing FGM related issues within their families and communities.

2.4 Project Outcome 4:

Increased awareness and understanding of the mental health effects of FGM as well as beneficiaries faith, cultural, language needs among frontline professionals and the existence of coordinated and appropriate services for victims of FGM

Progress made:

AAF works with a number of agencies, networks and forums to raise awareness of the mental health effects and impact of FGM and advocate for the improvement of services to women who have experienced FGM. The organisation is Vice Chair of Violence Against Women and Girls Lewisham and on the steering of the FGM working group in Southwark, which is hosted by the CCG. AAF has been key in terms of supporting the development guidance framework for professionals in Adult and Children's services. AAF also works with Children and Adult Mental Health services as they do not appear to have specialist FGM support in place. Those referrals made by AAF to CAMHs are actually redirected back to AAF. This is an important area of work moving forward. AAF is working with Local Authorities to strengthen referrals, increase the risk of detection prevention and support. It also provides over-arching training on inter-cultural competencies to frontline professionals in education, health, police and social care. Your funding has enabled AAF to collect strong evidence and data on the number of FGM cases which contributes to National data collected through the National Initiative on FGM.

2.5 Project Outcome 5:

Over 40% beneficiaries accessing training, work experience and employment opportunities leading to better life chances, economic status and health outcomes.

Progress made:

Your grant has enabled 14 of the young women to access skills training and 3 to gain retail employment. The project recruited and trained 27 Community Champions who shadowed and learned from experienced volunteers already involved in AAF community programmes. This has enabled an expansion of work by engaging people from diverse FGM affected communities.

GRANT OFFICER COMMENTS

The visit was informative and interesting, where your grant officer met staff, volunteers and young women who have benefited from your funding and heard about the challenges, successes and learning to date.

At the beginning of the visit African Advocacy Foundation reported that they did not fully understand the entire complexity of the programme before starting and reported that the programme could have benefitted from a full time worker. Whilst the staff members provide consistency, excellent knowledge and expertise the support from volunteers could vary in terms of consistency. A full time member of staff could have provided this consistency as well as more support to.

The staff involved in the project discussed gaps in service and provision and your grant officer discussed securing other funding to fill those gaps and strengthen the service offered to women experiencing or at risk of FGM by utilising the quantitative and qualitative data collected through this programme.

One of the unexpected outcomes of your funding has been the involvement and support of parents. Initially the programme was met with anxiety and fears however parents now drop their children off to attend the various activities and themselves attend community and social activities. This has increased the impact of the programme as parents are gaining increased awareness and information and then challenging the practice of FGM. The impact of the programme is a community which openly discusses FGM practice, challenges this and provides support for those who have experienced FGM and reduces the risk of second generation experiencing the practice.

Your grant officer discussed measurement tools and frameworks to demonstrate progress against targets. Although AAF collect data through quarterly questionnaires and review processes it does lack a standard framework for collection of data. This means that the data is not necessarily consistent or coordinated. This is a key area for development and your grant officer discussed the importance of consistent robust data and advised on tools which may be useful for evidencing distance travelled by individual beneficiaries. AAF identified that they could benefit from support in this area and your grants officer referred them to the STRIVE programme delivered through Cranfield Trust.

Your grant officer discussed understanding and responses of frontline services to experience and risk of FGM. AAF reported that working with frontline services was challenging as many did not fully understood or comprehended the mental and emotional impact of FGM. AAF reported that services have responded to physical health needs but not the emotional and psychological needs. AAF reported that specifications for commissioning CAMHs do not even mention FGM and the impact

on emotional needs and mental health. Whilst AAF reports these challenges into the networks and forums they attend this remains a key priority for AAF.

Your officer met with a group of young women who are active participants of activities provided by AAF, They all reported how attending the various activities had helped them to learn about and understand FGM and to begin to have discussions within their families. Up until their involvement with AAF they did not have any idea what FGM was and involved. Some reported how being able to talk about FGM had greatly improved relationships with their mothers. This was very important to the young women. Many of the young women had trained to become Champions and delivered presentations and had stalls at their schools to raise awareness. They all felt this was important work and helped to break down the stigma of FGM. The willingness of these young women to share with confidence their experiences is testament to the power of the work being delivered.

AAF reported that they have positive relationships with the Trust. The grant officer who initially assessed the application was very knowledgeable and supportive.

LEARNING VISIT REPORT
Attend 13138

| | | |
|--|---|--|
| <p>1.1 Date of visit: August 14th 2017</p> | <p>1.2 Name of visiting Grants Officer: Kate Moralee</p> | <p>1.3 People met with: Stephen Moreton</p> |
| <p>1.4 Programme Area & Outcomes: Older Londoners: people living with Alzheimer's and other forms of dementia having a better quality of life</p> | | |
| <p>1.5 Purpose of the award: £120,000 over three years towards the part-time salary and associated running costs of a Friends of Dementia Project Lead, to strengthen the links between care home residents with dementia and their local community.</p> | | |
| <p>MONITORING INFORMATION</p> | | |
| <p>2.1 Project Outcome 1: Enhanced wellbeing, dignity and respect for care home residents living with dementia, helping them to age successfully and to create a culture of integrated and holistic care. Progress made: Evaluation of the work to date has evidenced the following: people with dementia say they are less lonely; people with dementia have more choice in their daily lives; staff report that people with dementia are less agitated and sleep better when they are more stimulated during the day. In addition, relatives report that family members living with dementia seem happier and also report increased trust in volunteers (as well as being more willing to take a break when a volunteer befriender is around).</p> | | |
| <p>2.2 Project Outcome 2: Supporting volunteers to engage with people living with dementia in meaningful ways, creating positive experiences for volunteers and residents. Progress made: Attend has designed and piloted volunteer training with 81 people. Services developed to date include a trolley service and a sitting service for end of life care.</p> | | |
| <p>2.3 Project Outcome 3: Relatives of residents living with dementia will feel supported in their own journey and have increased levels of involvement with their loved ones' care. Progress made: Attend has formed committees in each of the homes involving residents, relatives, and local community. This has increased the active engagement of friends and relatives in residents' lives and enabled residents to keep in contact with family.</p> | | |
| <p>2.4 Project Outcome 4: The wider community will develop its capacity to engage with older people living with dementia on a practical level. Progress made: Homes have engaged with at least 5 community organisations with at least one community challenge in each home. Activities organised include sessions from a</p> | | |

specialist arts organisation offering physical activity and music. Attend note that finding and developing "leaders" who can encourage community involvement can be challenging. Conversely care homes can be cynical about the motives of the community. The role of Attend as a buffer between the two has proved to be critical in sustaining the project at various points. Attend is therefore learning that it needs to run the programme as a 'community engagement' initiative, rather than as a 'volunteering' initiative, with the community having a much greater say in the extent of their involvement. This has a mixed reception from care homes.

GRANT OFFICER COMMENTS

Given the challenges faced in delivering this project Attend has responded with creativity to ensure outcomes are met and the projects are sustainable in their local community. Attend has fine-tuned its delivery model and the Charity Commission has expressed an interest in this model of community engagement.

It takes a significant amount of time to build trust between the home and the community. In terms of strategy, success depends on the community being both willing and glad to get involved in the life of the care home. This has required a more iterative approach:

- Engaging with local community groups/organisations
- Exploring potential projects they would like to undertake
- Obtaining the support of the care home for these projects
- Locating/fundraising for the resources to run the projects

This is a different approach to that which was originally envisaged and Attend are now beginning to build up a picture of what works and why this works, along with a portfolio of projects and initiatives that can inform initial discussions with community groups. This is based on the learning that building a sense of community rather than providing volunteering opportunities is critical to the success of this project.

Attend reported that the greatest challenge it faced was to build and maintain enthusiasm with care home staff during the period of time taken to recruit volunteers. To address this Attend began to use a public and private approach, with care home staff just finding out about the project when volunteers are available to start. This approach alongside having discussions with the local community earlier helps to create local ownership of the project and reduces support required from Head Office.

Attend has robust outcome measurement methods including questionnaires based on My Whole Life and Sheffield Hallam's Six Senses framework. This provides a robust framework to measure the outcomes of their interventions.

Attend recognises the external challenges facing the care sector. It has first-hand experience of the closure of two care homes with which they were working. Attend recognises that the sector is focussed on personal care rather than health and wellbeing with slow progress being made to a change in emphasis. Attend reported it felt the infrastructure support for volunteering has reduced over recent years.

| | |
|--|------------------------|
| Committee | Dated: |
| City Bridge Trust Committee | 23 November 2017 |
| Subject: City Bridge Trust Communications | Public |
| Report of: The Chief Grants Officer | For Information |
| Report author: 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 06/09/17 and 09/11/17 against each of the four key audiences identified in your Communications Strategy.
2. This shows good levels of activity towards all four audiences. There was continued strong engagement with regulators and politicians, with several events attended by political figures, including the Bridge to Work launch at Speakers House and the City Bridge Trust annual dinner.

Media Activity

3. Appendix 2 provides a detailed breakdown of the media activity supporting delivery of your Communications Strategy during this period, led by Kristina Drake, City of London Media Officer. Along with continued coverage around your Bridge to Work programmes following the launch event, there were two interviews on London Live following the latest round of the Stepping Stones social investment readiness programme.

External Events Register

4. A range of events were attended on behalf of the Trust during this period. These included several events either fully or jointly hosted by the Trust, including the Annual Dinner, Buttle UK Anchor Project launch, CAF Philanthropy event and Bridge to Work launch. All of these were well attended and successful events.
5. A full list of external events attended by officers and Members on behalf of the Trust can be found at Appendix 3.

Martin Hall

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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"> • BBC Radio London Drivetime • Bexley Times • City AM • City Matters • East London Advertiser • Enfield Independent • Evening Standard • Greenwich Mercury • Hillingdon & Uxbridge Times • Islington Gazette • London Live • OnTrack Magazine • Pos'Ability Magazine • South London Press • The Big Issue • The Tottenham & Wood Green Independent • Waltham Forest Yellow Advertiser | <p>CBT Twitter:</p> <ul style="list-style-type: none"> • 4,984 followers (up by 239 since last meeting) • 104.6K impressions* between 6/9/17 & 9/11/17 <p>CBT Website:</p> <ul style="list-style-type: none"> • 6,157 users • 9,564 sessions | None to report |

| Audience | Face to face | Online and Printed Media channels | Online content | Direct Marketing |
|--------------------------|---|--|---|------------------|
| Regulators & politicians | <ul style="list-style-type: none"> • London Councils Way Ahead Subcommittee • Dragon Awards Dinner • City Bridge Trust Dinner • Bridge to Work Reception • Charity Fraud Awareness Week launch • GLA civil society strategy consultation meeting | <ul style="list-style-type: none"> • Business Grapevine • Civil Society • FE News • Humanitarian News • LocalGov • London Loves Business • The London Economic | Continued Twitter activity relating to the London Borough of Culture programme under the hashtag #MyLocalCulture | None to report |
| Immediate stakeholders** | <ul style="list-style-type: none"> • Learning Visits • MIND launch event • Aston Mansfield funders fair • Heart of the City trustees away-day • Haberdashers Livery dinner • City Bridge Trust dinner • Bridge Fund grantee briefing • Bridge to Work reception • Internal CoL staff network • Charity Fraud Awareness Week launch • CBT Members away half-day • Buttle UK Anchor Project seminar • Cornerstone Fund Reference Group meeting | <ul style="list-style-type: none"> • Business Grapevine • Charity Times • Charity Today • City Matters • Civil Society • London Loves Business • Third Force News • Third Sector | <ul style="list-style-type: none"> • News items on the CoL intranet and e-bulletin. • Regular updates in the Members' Briefing. | None to report |

| Audience | Face to face | Online and Printed Media channels | Online content | Direct Marketing |
|---|---|---|----------------|------------------|
| Other funders, policy makers & key commentators | <ul style="list-style-type: none"> • London Councils Way Ahead Subcommittee • Grenfell Anchor Core Costs Funding Panel • Funders Working in Place roundtable • London Funders AGM • The Way Ahead roundtable • Grenfell Tower Funders learning event • Living Wage Friendly Funder National Steering committee • Centre for London reference group • Access Foundation seminar • City Bridge Trust dinner • Philanthropy Australia meeting • Association of Charitable Foundations (ACF) funder network • Civil Society conference • Hub for London reference group • ACF conference | <ul style="list-style-type: none"> • Better Society • Charity Times • Civil Society • Global Recruiter • Humanitarian News • The London Economic • The Recruiter • Third Force News • Third Sector | None to report | None to report |

* 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
6th September 2017 to 9th November 2017

| Organisation | Publication & Weblink | Readership / Audience | Detail | Coverage | Date |
|---------------------------|---|-----------------------|--|----------|----------|
| City Bridge Trust | South London Press (internal only) | 22,500 | Report on grants awarded at the Trust' July Committee, including Rushey Green Timebank, Stay Safe East and Carney's Community. | Regional | 12/09/17 |
| Stay Safe East | Pos'Ability Magazine | 29,768 | Report on a grant of £103,700 to help fund work with deaf and disabled victims of violent crime. | Trade | 13/09/17 |
| Plan Zheroes | City Matters (internal only) | 20,000 | An article on a grant tackling food waste and poverty. | Local | 13/09/17 |
| Disability Sports Coach | Charity Today | 50,000 | Report on a grant of £139,800 to the Southwark-based charity to help save five of its Community Clubs from closure. | Trade | 14/09/17 |
| London Borough of Culture | Greenwich Mercury (internal only) | - | The Trust and Corporation are referenced in a report about Lewisham's bid to enter the London Borough of Culture competition. | Local | 14/09/17 |
| Disability Sports Coach | Hillingdon & Uxbridge Times | - | As above. | Local | 16/09/17 |
| London Borough of Culture | Bexley Times | 15,659 | An article on LB Bexley's bid to become a London Borough of Culture refers to the Trust's funding. | Local | 20/09/17 |
| Disability Sports Coach | City Matters (internal only) | 20,000 | As above. | Local | 20/09/17 |

| Organisation | Publication & Weblink | Readership / Audience | Detail | Coverage | Date |
|---------------------------|---|-----------------------|--|-------------|----------|
| Stepping Stones | Better Society Network | 5,000 | Report on the award of £617,000 to 16 London organisations through the fourth round of the Trust's Stepping Stones programme, delivered in partnership with UBS. | Trade | 21/09/17 |
| Disability Sports Coach | Pos'Ability Magazine | 2,678 | As above. | Trade | 22/09/17 |
| Disability Sports coach | OnTrack Magazine | - | As above. | Trade | 22/09/17 |
| Heart of the City | City AM | 90,388 | Policy Chairman Catherine McGuinness writes on the importance of being a responsible business. The Trust's support for Heart of the City is mentioned. | London-wide | 25/09/17 |
| Stay Safe East | Waltham Forest Yellow Advertiser (internal only) | 242,000 | As above. | Local | 26/09/17 |
| Disability Sports coach | East London Advertiser | 6,885 | As above. | Local | 27/09/17 |
| Stepping Stones | City Matters (internal only) | 20,000 | As above. | Local | 27/09/17 |
| Mind | The London Economic | - | The Trust was referenced following its funding of a project which provides mental health support to migrants. | Regional | 28/09/17 |
| Jackson's Lane | The Tottenham & Wood Green Independent (internal only) | 18,154 | A story about the Trust's funding to a charity which is running activities to combat loneliness. | Local | 02/10/17 |
| London Borough of Culture | Bexley Times | 15,659 | As above. | Local | 02/10/17 |

| Organisation | Publication & Weblink | Readership / Audience | Detail | Coverage | Date |
|------------------------------|---|-----------------------|---|----------|----------|
| Stepping Stones | London Live | 250,000 | Chairman Alison Gowman discussed the Trust's Stepping Stones social investment readiness programme. | London | 03/10/17 |
| Corporation Disaster appeals | London Loves Business | 115,000 | A story about the City of London Corporation's £75,000 donation to international disaster appeals, including Hurricane Irma and Burma appeals. The Trust's funding is referenced. | London | 03/10/17 |
| Corporation Disaster appeals | Better Society | 5,000 | As above. | Trade | 04/10/17 |
| Corporation Disaster appeals | City Matters (internal only) | 20,000 | As above. | London | 06/10/17 |
| London Youth Support Trust | The Big Issue | 44,000 | A story about a Stepping Stones grant of £10,000 which will help young Londoners to set up their own businesses. Chairman Alison Gowman is quoted. | National | 11/10/17 |
| Working Chance | FE News | 25,000 | A story about the City Bridge Trust granting £117,000 to a recruitment consultancy working with women who have criminal convictions. Chairman Alison Gowman is quoted. | Trade | 11/10/17 |
| London Youth Support Trust | City Matters (internal only) | 20,000 | As above. | London | 11/10/17 |
| Working Chance | The Recruiter | 18,499 | As above. | Trade | 12/10/17 |
| London Youth Support Trust | London Live | 250,000 | Young entrepreneur Taffy Murdock spoke about the support he has received from LYST and the business he has set up. The Trust's support is reference. | London | 13/10/17 |

| Organisation | Publication & Weblink | Readership / Audience | Detail | Coverage | Date |
|------------------|--|-----------------------|---|----------|----------|
| Working Chance | Business Grapevine | - | As above. | Trade | 16/10/17 |
| Working Chance | Charity Today | 50,000 | As above. | Trade | 18/10/17 |
| Stop The Traffik | Evening Standard | 884,728 | A report on a grant of almost £100,000 to help London residents tackle human trafficking in their communities. | London | 18/10/17 |
| Stop The Traffik | Charity Today | 50,000 | As above. | London | 18/10/17 |
| Bridge To Work | BBC Radio London Drivetime (skip to 2h25min) Link available until 18/11/17 | 80,000 | Project Manager James Lee spoke about the new Bridge To Work programme supporting young disabled Londoners into employment | London | 19/10/17 |
| Bridge To Work | Charity Today | 50,000 | A report on the launch of the Bridge to Work programme which took place in Speaker's House. Chairman Alison Gowman is quoted. | Trade | 19/10/17 |
| Bridge To Work | FE News | 25,000 | As above. | Trade | 19/10/17 |
| Working Chance | Islington Gazette | 5,722 | As above. | Local | 20/10/17 |
| Working chance | City Matters | 20,000 | As above. | London | 20/10/17 |
| Bridge To Work | Global Recruiter | - | As above. | Trade | 20/10/17 |

| Organisation | Publication & Weblink | Readership / Audience | Detail | Coverage | Date |
|--------------------------------|--|-----------------------|---|----------|----------|
| Philanthropy | London Live | 250,000 | Cheryl Chapman, Head of Philanthropy Engagement, was interviewed on the role of philanthropy in the City and place based giving. This followed a joint event with CAF at the Guildhall. | London | 23/10/17 |
| Lord Mayor's Show | Charity Today | 50,000 | A report on the Trust's Lord Mayor's Show float, in partnership with grantees Core Arts, Ballet Rambert and London Symphony Orchestra. | Trade | 24/10/17 |
| Philanthropy & London's Giving | Better Society Network | 5,000 | A brief piece referring to the London's Giving place-based model and a joint report with CAF on philanthropy. | Trade | 24/10/17 |
| Bridge To Work | City Matters | 20,000 | As above. | London | 25/10/17 |
| Bridge To Work | Pos'Ability Magazine | 29,768 | As above. | Trade | 25/10/17 |
| Working Chance | Islington Gazette | 5,722 | As above. | Local | 27/10/17 |
| LawWorks | City Matters | 20,000 | Report on a grant to a charity with a programme offering free legal advice to community organisations across the Capital. | London | 01/11/17 |
| Stop the Traffik | City Matters | 20,000 | As above. | London | 01/11/17 |
| London Borough of Culture | Enfield Independent | 50,715 | A report on the campaign to make LB Enfield a London borough of Culture. City Bridge Trust is mentioned. | Local | 02/11/17 |

| Organisation | Publication & Weblink | Readership / Audience | Detail | Coverage | Date |
|---|---------------------------------------|-----------------------|---|----------|----------|
| Buttle UK | LocalGov | 15,500 | An article on The Anchor Project, a pilot scheme funded by the Trust to look at innovative ways to help children in families suffering from domestic abuse. This was launched at an event in the Guildhall. | Trade | 02/11/17 |
| Hub for London | Third Sector | - | An article on the Trust's grant of £350,000 to help set up a new body supporting civil society infrastructure in the capital. Chairman Alison Gowman is quoted. | Trade | 02/11/17 |
| Hub for London | London Loves Business | 115,000 | As above. | Trade | 02/11/17 |
| September grants | Charity Times | 30,000 | A story on grants awarded in September totalling over £2.8m to charities tackling inequality. Chairman Alison Gowman is quoted. | Trade | 02/11/17 |
| Hub for London | Charity Times | 30,000 | As above. | Trade | 03/11/17 |
| Hub for London | Humanitarian News. | - | As above. | Trade | 03/11/17 |
| London Voluntary Service Council / Hub for London | Civil Society | - | A report on the closure of London infrastructure body, LVSC. The Trust's support for the Hub for London (mentioned above) is referenced. | Trade | 03/11/17 |
| London living wage | Third Force News | 5,000 | The Trust is referenced in an article about the living wage and the charity sector as being a Living Wage Friendly Funder. | Trade | 07/11/17 |
| NSPCC | Charity Today | 50,000 | Report on a grant of £270,000 to tackle child sexual exploitation. | Trade | 09/11/17 |

Appendix 3: External Events Attended
6th September 2017 to 9th November

| Date | Host Organisation | Type of Event | City of London's Representative | Location / Borough | Summary |
|-------------|--------------------------|--|---|----------------------------------|---|
| 12/09/17 | London Councils | Meeting | Chairman Alison Gowman | Southwark | Subcommittee to review the Way Ahead and London Hub structuring |
| 12/09/17 | Price Bailey | Seminar | Karen Atkinson, Head of Charity & Social Investment Finance | Old Broad Street | Charity Sector Roundup – attendee |
| 13/09/17 | HM Government | Meeting | Ciaran Rafferty, Principal Grants Officer; James Lee, Project Manager | Portcullis House, SW1 | A meeting with Penny Mordaunt MP, Minister of State for Disabled People to discuss the Bridge to Work initiative and the wider needs of disabled people |
| 14/09/17 | London Funders | Grenfell Anchor Core Costs Funding Panel | Sandra Jones, Grants Officer | London Funders | Decision making panel to distribute emergency funding to Anchor organisations local to Grenfell Tower |
| 15/09/17 | Lewisham Speaking Up | Learning visit | Kate Moralee, Grants Officer and Paul Martinelli, Member | Lewisham | Interesting and participatory learning visit |
| 19/09/17 | West London Zone | Learning visit | Tim Wilson, Principal Grants Officer | White City, Hammersmith & Fulham | An opportunity to visit several project partners involved in delivering work to improve outcomes for young people in this area of London. City Bridge Trust supported WLZ's work to raise social investment through a Collective Impact Bond as part of the Stepping Stones Fund. |

| Date | Host Organisation | Type of Event | City of London's Representative | Location / Borough | Summary |
|----------|------------------------------|---|---|--------------------|--|
| 19/09/17 | John Lyon's Charity | Meeting | Ciaran Rafferty, Principal Grants Officer | Sloane Square | A meeting of funders to agree the parameters for supporting services to young people post Grenfell. |
| 26/09/17 | City of London Dragon Awards | Dinner | Chairman Alison Gowman | Mansion House | Annual dinner to recognise community engagement amongst City businesses |
| 26/09/17 | MIND | Launch event | Kate Moralee | Camden | Launch of Commissioning Services for Mental Health |
| 26/09/17 | Funders Working in Place | Roundtable | Kate Moralee and Geraldine Paige, Grants Officer | Camden | First meeting to discuss and learn from place based funding. |
| 26/09/17 | London Funders | AGM | David Farnsworth | Camden | Annual General meeting of London Funders |
| 26/09/17 | City Bridge Trust | Funders Roundtable | David Farnsworth & Jenny Field, Deputy Chief Grants Officer | Guildhall | A discussion on the future of infrastructure support for London's civil society, the implementation of The Way Ahead (TWA) and how funders can get involved in the Trust's Cornerstone Fund (see CGO report for more information). |
| 27/09/17 | London Funders | Grenfell Tower Funders – Learning Event | David Farnsworth & Sandra Jones | London Funders | A review and reflection meeting for all funders that have been involved in any elements of the Grenfell Response |
| 27/09/17 | John Lyon's Charity | Reception | Ciaran Rafferty, Principal Grants Officer | Westminster Abbey | Reception to mark the Charity having made grants to the value of £100m. |
| 28/09/17 | Aston Mansfield | Funders fair | Kate Moralee | Newham | Presentations and surgeries by a variety of local funders |

| Date | Host Organisation | Type of Event | City of London's Representative | Location / Borough | Summary |
|-------------|--------------------------------|------------------------------|--|-----------------------------|---|
| 28/09/17 | City Bridge Trust | Board meeting | Jack Joslin, Grants Officer | Guildhall, City of London | The Trust hosted the Living Wage Friendly Funder National Steering committee. |
| 28/09/17 | Directory of Social Change | Meeting | Ciaran Rafferty, Principal Grants Officer | Resource Centre, Islington | A meeting of funders to look at past and future trends of grant-making |
| 01/10/17 | Noah's Ark Children's Hospital | Chief Officer learning visit | David Farnsworth & Neil Robbie, City Surveyors Dept. | Barnet | Chief Officer learning visit. |
| 03/10/17 | Heart of the City | Trustees' Away Day | Jenny Field | Weil, Gotshal & Manges, EC4 | Your officer made a presentation to the Board on the Trust's strategic review and the role HOTC could play/is playing in the Trust's work on London's Giving and TWA. |
| 05/10/17 | Haberdashers Livery | Dinner | David Farnsworth | City of London | Speaking engagement – Introduction to the Trust. |
| 06/10/17 | Centre for London | Reference Group | Jenny Field | Guildhall | The first meeting of a reference group guiding research into giving in London being undertaken by Centre for London. |
| 10/10/17 | Access Foundation | Seminar | Tim Wilson | Euston | A meeting of a large group of high-profile Trusts and Foundations with a shared interest in developing a common diagnostic tool that would enable charitable organisations to assess areas of strength and weaknesses with a view to addressing the latter. |

| Date | Host Organisation | Type of Event | City of London's Representative | Location / Borough | Summary |
|----------|---------------------------------------|-----------------------------------|--|-----------------------------|---|
| 12/10/17 | City Bridge Trust | Dinner | CBT Members & Staff | Livery Hall, Guildhall | Guest speaker was Matthew Ryder QC, Deputy Mayor for Social Integration, Social Mobility and Community Engagement |
| 12/10/17 | Philanthropy Australia | Meeting | David Farnsworth, Tim Wilson & Cheryl Chapman, Head of Philanthropy Engagement | City of London | A presentation by Trust staff to visitors from a range of charitable Australian Foundations, highlighting our work in grant-making, philanthropy and social investment. |
| 16/10/17 | Association of Charitable Foundations | Funder Network | Kate Moralee | Camden | Funders with an interest in Mental Health. Presentation by Young People's Mental Health Coalition. |
| 16/10/17 | City Bridge Trust | Briefing for Bridge Fund grantees | Jenny Field | Trust for London | An opportunity for the Trust to update the cohort of grantees funded under your Bridge Trust on the Trust's progress in developing the parameters and governance of the Cornerstone Fund (see CGO report for more information). |
| 17/10/17 | Civil Society | Conference | Karen Atkinson | Bishopsgate | Charity Finance Summit – presenter within expert panel on charity tax matters. |
| 17/10/17 | LB Waltham Forest | Meeting | Ciaran Rafferty, Principal Grants Officer | William Morris House | A meeting called by the Leader of the Council to discuss how the borough's voluntary sector could be supported. |
| 19/10/17 | City Bridge Trust | Reception | Chairman Alison Gowman and CBT staff | Speakers House, Westminster | Event to launch the Trust's Bridge to Work programme. The Rt Hon John Bercow MP gave a welcome speech. |

| Date | Host Organisation | Type of Event | City of London's Representative | Location / Borough | Summary |
|-------------|-------------------------------|------------------------|---|--------------------------------|---|
| 19/10/17 | City of London Corporation | Internal staff network | David Farnsworth | City of London | Hate crime awareness week - Staff network event. |
| 23/10/17 | Fraud Advisory Panel | Launch event | Chairman Alison Gowman & Karen Atkinson | City Centre, Basinghall Street | Charity Fraud Awareness Week launch. |
| 27/10/17 | London Youth | Awards event | Ciaran Rafferty, Principal Grants Officer | Altitude, Millbank Tower | An event to celebrate the achievements of the City Leaders programme run by London Youth and funded by the Trust. |
| 28/10/17 | Thames Discovery Programme | Conference | Chairman Alison Gowman | More London, Southbank | Featured report on CBT funded over 75s programme. |
| 30/10/17 | The Foundry – Global Dialogue | Meeting | Kate Moralee | Lambeth | Meeting to discuss involvement with Early Action Funders Alliance and support re embedding Early Action as a value in Bridging Divides. |
| 31/10/17 | Scope | Seminar | Ciaran Rafferty, Principal Grants Officer | London Stock Exchange | A seminar to discuss disabled people's access to employment, particularly within the corporate sector. |
| 31/10/17 | Greater London Assembly | Consultation meeting | Jenny Field | City Hall | A consultation meeting on the GLA's civil society strategy for those involved in the implementation of TWA. |
| 31/10/17 | City Bridge Trust | Half-Away day | CBT Members & staff | Tower Bridge | Strategic planning day for Members. |
| 01/11/17 | Centre for London | Meeting | Ciaran Rafferty, Principal Grants Officer | Piccadilly | A meeting to help determine research needs for employment issues in London |

| Date | Host Organisation | Type of Event | City of London's Representative | Location / Borough | Summary |
|-------------|---|--|--|----------------------------|--|
| 02/11/17 | Buttle UK | Seminar | Chairman Alison Gowman, Wendy Mead & CBT staff | Livery Hall, Guildhall | Event to launch the CBT funded Anchor Project. |
| 02/11/17 | Hub for London | Reference Group | Jenny Field | Guildhall | At your last meeting, you approved the first year's operating costs of the Hub for London. Your officer has joined the reference group overseeing its development (see CGO report for more information). |
| 06/11/17 | City Bridge Trust | Cornerstone Fund Reference Group meeting | Jenny Field | Guildhall | See CGO report for more information. |
| 06/11/17 | National Council for Voluntary Organisations (NCVO) | Trading Board meeting | Jenny Field | Society Building | Your officer is a trustee of NCVO and an elected member of its trading board. |
| 08/11/17 | Association of Charitable Foundations | Conference | Chairman Alison Gowman & CBT staff | BMA House, Tavistock Place | Annual event attended by wide range of trusts & foundations. |
| 09/11/17 | London Funders/Trust for London | Meeting | Ciaran Rafferty, Principal Grants Officer | King's Cross | A meeting of funders to discuss how best to support disabled people-led organisations in London. |

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| Committee(s) The City Bridge Trust Committee Finance Committee Resource Allocation Sub Committee | Dated: 23/11/2017 12/12/2017 14/12/2017 |
| Subject: Proposed Revenue Budget – 2017/18 | Public |
| Report of: The Chamberlain and The Town Clerk | For Decision |
| Report authors: Karen Atkinson, Chamberlain’s Department David Farnsworth, City Bridge Trust | |

Summary

This report provides the annual submission of the revenue budget overseen by the City Bridge Trust (CBT) Committee in the context of CBT’s strategic and business priorities. In particular, it seeks approval for the proposed budget for 2017/18 for subsequent submission to the Finance Committee and Resource Allocation Sub-Committee.

| Table 1 | Budget 2017/18 to be approved £’000 |
|--|--|
| Summary Revenue Budget for the City Bridge Trust Committee | |
| Expenditure | (26,997) |
| Income | 219 |
| Support Services and Capital Charges | (159) |
| Total Net Expenditure | (26,937) |

2017/2018 is the last year of CBT’s existing funding strategy, Investing in Londoners. The latest proposed budget for 2017/18 reflects:

- a) An unchanged amount to be spent under local risk activities, although with variations between spend types (further detail of which is given in paragraph 4);
- b) A net increase of £4.286m against central risk activities, being the grant commitments of CBT, analysed in Table 3. Major contributors to this are the awarding of the latest 3-year funding tranche under The Prince’s Trust funding agreement, alongside awards under the 20th anniversary programmes for the employability of disadvantaged Londoners and infrastructure support for London charities (including provision of expert advice on governance, financial management and ICT) – approved under the carry-forward process.

Recommendations

The Committee is requested to:

- a) approve the revised 2017/18 revenue budget for submission to Finance Committee and Resource Allocation Sub-Committee;
- b) authorise the Chamberlain to revise this budget to allow for any necessary realignment of funds resulting from corporate projects.

Main Report

Background

1. A cy près scheme agreed by the Charity Commission in 1995 enables Bridge House Estates (BHE) to distribute the charity's surplus income for charitable purposes across Greater London. The amount available for charitable funding from the surplus income is determined each year by the Policy and Resources Committee. Any uncommitted funding at the year-end will be held within a designated fund for the purposes of charitable funding under the funding strategy agreed by the Court of Common Council.

Revenue Budget 2017/18

2. The Revenue Budget for 2017/2018 to be approved is analysed between:
 - i. Local Risk budget – these are the budgets deemed to be largely within the Chief Officer's control.
 - ii. Central Risk budget – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances, rent incomes from investment properties and in the case of CBT, the grants budget).
 - iii. Support Services and Capital Charges – these cover budgets for services provided by one activity to another.
3. This report provides an update to the 2017/18 budget, and this is set out in Table 2 below. Expenditure and unfavourable variances are presented in brackets. Only significant variances (generally those greater than £100,000) have been commented on in the following paragraphs.
4. The local risk budget remains the same as originally set, however there have been some changes between budget headings:
 - i) Employment costs – these are £54k below original budget, as a result of consultants covering some roles within the team due to unfilled vacancies;
 - ii) Fees and services – consultancy costs are £68k above original budget, for reasons noted above, alongside the need to bring in additional resource due to a high level of staff involvement with the response to the Grenfell Fire Tragedy. The team had intended to develop a plan during the year to support the needed change in their grants management database. As a result of the change in priorities, this project has been moved to 2018/19,

- however costs set aside for this had to be utilised in staffing support for Grenfell;
- iii) Other minor savings have been made where possible to enable the budget to balance.

| Analysis of Service Expenditure | Local or Central Risk | Actual | Budget to be Approved |
|---|-----------------------|------------------|-----------------------|
| | | 2016-17 £'000 | 2017-18 £'000 |
| EXPENDITURE | | | |
| Employees | L | (955) | (1,269) |
| Transport Related Expenses | L | (4) | (6) |
| Supplies & Services (note i) | L | (430) | (436) |
| Supplies & Services (note i) | C | (103) | (230) |
| Grants | C | (16,881) | (25,056) |
| Total Expenditure | | (18,373) | (26,997) |
| INCOME | | | |
| Wembley National Stadium Trust | L | 107 | 108 |
| 3rd Party Income | C | 200 | 51 |
| CGU Support | L | | 60 |
| Total Income | | 307 | 219 |
| TOTAL NET EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES | | (18,066) | (26,778) |
| Support Services & Capital Charges | | (142) | (159) |
| TOTAL NET EXPENDITURE | | (18,208) | (26,937) |

Notes

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

5. The forecast outturn for the current year 2017/18 includes a net increase of £4.286m under central risk activities, being the grant programmes of CBT and which includes the £230k Central Risk costs for the approval and implementation of the strategic review, the Lord Mayor's Show float and support for the 20th Anniversary programmes. Table 3 sets out the reasons behind this variance.

| Table 3: Grants & Strategic Budget Analysis | Budget 2017/18 to be approved £'000 |
|---|--|
| Standard grants programme (Investing in Londoners/Bridging Divides) | (20,000) |
| Strategic grant towards the Princes Trust to continue for a period of 10 years | (1,000) |
| Original Funding | (21,000) |
| Investing in Londoners – approved carry forward from 2016/17 | (274) |
| Third party income | (51) |
| Strategic grant towards the Princes Trust – covering latest 3 year commitment (2017/18 – 2019/20) | (2,000) |
| CBT Anniversary Programmes – approved carry forward from 2016/17 | (4,448) |
| CBT Anniversary Programmes: employability – amount to be committed across the remainder of the 5 year programme | 1,184 |
| CBT Anniversary Programmes: infrastructure support – amount to be committed in 2018/19 | 1,303 |
| TOTAL GRANTS BUDGET | (25,286) |

6. The Forecast total for grant commitments for 2017/18 has increased from the original budget of £21m to £25,286m, with the key drivers being:
- i. Commitments approved in-year against both the Employability and Infrastructure Support anniversary programmes, where funding was awarded by the Court of Common Council in 2015. Note that £2.487m of the original £9.6m anniversary funding will be committed over future years. Part of this relates to the bursary fund that is a key feature of the Employability programme, with bursaries made to employers throughout the length of the 5 year programme; and
 - ii. The requirement, in accordance with the Statement of Recommended Practice (SORP) FRS102 (issued by the Charity Commission), to recognise the next 3 year commitment under The Prince's Trust 10-year agreement totalling £3m, covering our financial years 2017/18 – 2019/20. It is important to note that this will not be paid out upfront, but will continue to be paid in quarterly instalments across the 3 year period.

Potential Further Budget Developments

7. The provisional nature of the revenue budgets particularly recognises that further revisions may arise from the necessary realignment of funds resulting from corporate projects including:
- i. on-going corporate efficiency projects; and
 - ii. central and departmental support service apportionments.

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| | |
|---|------------------------|
| Committee: | Date: |
| City Bridge Trust (CBT) | 23 November 2017 |
| Subject: CBT Business Plan 2018/19 – CBT | Public |
| Report of: Chief Grants Officer | For Information |
| Report author: Scott Nixon, Head of Projects | |

Summary

This report presents for information the draft high-level business plan for CBT for 2018/19. It is presented alongside the CBT Budget report (elsewhere in your papers) to enable the draft ambitions and objectives, informed by your Bridging Divides Strategy, to be discussed in conjunction with the draft budget for the forthcoming year.

Recommendation

Members are asked to note CBT’s draft high-level business plan for 2018/19 and provide feedback.

Main Report

Background

1. As part of the new framework for corporate and business planning, CBT, as the Corporation’s charitable funder, was asked to produce a standardised high-level, 2-side business plan for the first time in 2017/18. Plans from every department of the Corporation and relevant teams, including CBT, were presented as drafts to the relevant Committees in January/February 2017 and as finals for formal approval in May/June 2017. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives.
2. For 2018/19, CBT has again been asked to produce a high-level plan in draft, this time to be presented to the CBT Committee alongside the CBT Budget report, so that draft ambitions can be discussed at the same time as draft budgets. This represents a first step towards integrating budget-setting and priority-setting.
3. Whilst CBT is guided by the City of London Corporation’s Corporate Plan and will align wherever feasible, governance requirements (namely the Corporation being the sole corporate trustee of the underlying charity Bridge House Estates) mean that CBT is required to follow the funding strategy approved by the Court of Common Council, on recommendation of the CBT Committee.

4. Discussions are however taking place on how best CBT can align with other key corporate processes such as workforce planning and risk management. Achieving this will represent a significant step towards the City Corporation being able to optimise its use of resources. The next step will be the presentation of the overarching budget alongside the refreshed Corporate Plan at the Court of Common Council in March 2018.
5. With these key documents in place and a new corporate performance management process being brought forward the City Corporation will be able to deliver its charitable objectives and to drive activities to deliver on corporate priorities. Resources will be allocated in full knowledge of where it can achieve most impact on the issues and opportunities faced by the City, London and the UK. The Corporation's activity and its Corporate Plan will provide greater clarity as to opportunities for CBT to work with its trustee to deliver the Bridging Divides Funding Strategy.
6. A revised draft of the Corporate Plan has been produced following consultation with Service Committees and Members between April and July 2017. This draft is being used for staff engagement between September and November 2017. Members should therefore start to see closer alignment between the CBT business plan, informed by the by the Bridging Divides Funding Strategy and the draft outcomes from the Corporate Plan.
7. Work is also taking place on reviewing the content and format of the supporting detail that will sit beneath the high-level business plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to risk registers; value for money assessments, and schedules of measures and key performance indicators for outputs and outcomes. This will be a key element in the move towards business planning becoming less of a document production process and more of a joined-up service planning process, linked to strategic objectives.

Draft high-level plan

8. This report presents at Appendix 1, the draft high-level plan for 2018/19 for CBT.

CBT

9. Following the work undertaken in 2017 to develop the 'Bridging Divides' Funding Strategy, 2018/19 will be the year in which the Strategy is implemented. This will be an important year focussing on the following key areas:
 - a) **Charitable Funding:** We award grants totalling approximately £21M per year to charitable organisations across Greater London.
 - b) **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.
 - c) **Giving:** We encourage individuals and businesses to give more time, money and skills/benefits in kind in a way that makes a positive difference.

- d) **Strategic initiatives:** We support initiatives including research, feasibility studies and conferences, often undertaken in partnership with other bodies.
- e) **Contract management:** We manage the City of London Corporation's Central Grants Unit and the Wembley National Stadium Trust – (TBC-subject to confirmation of contract renewal)

Corporate & Strategic Implications

10. We recognise that the Corporate plan is still in draft, however, we have identified which of the current draft objectives the CBT business plan aligns with it, as follows:

a) Growing the Economy:

- I. London nurtures and has access to the skills and talent it needs to thrive
- II. The City positively impacts people and the environment

b) Shaping the City of the Future:

- I. The Square Mile has outstanding public spaces, heritage, attractions, retail and hospitality
- II. The Square Mile is a focal point for world-class creativity and culture

c) Contributing to a flourishing society:

- I. People are safe and feel safe
- II. People enjoy good health and wellbeing
- III. People have access to suitable accommodation in cohesive communities
- IV. People lead enriched lives and can reach their full potential

11. How CBT aligns with these objectives and Bridging Divides will be explored in more detail within the more detailed business plan.

Conclusion

12. This report presents the draft high-level plan for 2018/19 for CBT in order that Members are able to feed into this plan at an early stage. A final plan will be presented for approval prior to the start of the 2018/19 financial year.

Appendices

- Appendix 1 – Draft high-level business plan 2018/19

Scott Nixon

Head of Projects

City Bridge Trust

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Our vision is for London to be a city where all individuals and communities can thrive.

Our ambitions are:

- To reduce inequality and grow more cohesive communities for a London that serves everyone.
- To develop London further as a global hub for charitable giving and social investment.
- To be the best funder we can be: using all our financial and non-financial assets, working collaboratively, to achieve our ambitions.

What we do is:

- Charitable Funding: We award grants totalling £21M per year to charitable organisations across Greater London.
- 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.
- Giving: We encourage individuals and businesses to give more time, money and skills/benefits in kind in a way that makes a positive difference.
- Strategic initiatives: We support initiatives including research, feasibility studies and conferences, often undertaken in partnership with other bodies.
- Contract management: We manage the City of London Corporation's Central Grants Unit and the Wembley National Stadium Trust (TBC-subject to confirmation of contract renewal)

Our budget is:

This information will be added once the overall budget for 2018/19 has been approved by this Committee.

Our top line objectives are:

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

- Implementing the 2018-2023 Bridging Divides Funding Strategy
- Implementing the Evaluation and Learning Plan to underpin the delivery of the strategy.
- Securing the resources to implement the strategy.
- Spending the charitable funding budget in full.
- Making the most of our non-financial assets and those of our Trustee the Corporation (including networks, expertise and related charities) to deliver the strategy.

What we'll measure:

- Progress against strategic outcomes defined with support of our Learning Partner.
- How staff use knowledge gained through the Learning and Evaluation Plan and how this is disseminated to other stakeholders.
- Levels of grant spend against each of CBT's funding priorities.
- Evidence of use of the Corporation's non-financial resources to deliver the

| | |
|--|--|
| | <p>Strategy.</p> <ul style="list-style-type: none"> • Evidence of the take up of the Funder Plus offer by grantees. |
| <p>To grow the social investment market by:</p> <ul style="list-style-type: none"> • Implementing a fifth round of the Stepping Stones Fund. • Committing a further £3million of the Social Investment Funding. • Modelling effective collaboration between private, public and voluntary sectors. | <p>What we'll measure:</p> <ul style="list-style-type: none"> • Successful launch of the fifth round of the Stepping Stones Fund (to increase 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. |
| <p>To ensure the Trust is led by strategic decisions and is customer focused by:</p> <ul style="list-style-type: none"> • Ensuring all changes to grant processes and Business Plan in the light of the Strategic Review are implemented. • Implementing and review all KPIs for grants assessment and management. • Continuing to encourage and respond to grantee feedback. • Ensuring officers keep up-to-date with the funding context. | <p>What we'll measure:</p> <ul style="list-style-type: none"> • Evidence that the Trust's value-led approach to funding is aligned to the needs of Londoners (e.g. quality, breadth and number of applicants). • Evidence of increased efficiency in grant procedures and management and turnaround times measured against KPIs. • Level of positive/negative feedback from grantees relative to sector benchmark and previous survey performance. • Interaction with the website and social media platforms. |

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

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

What we'll measure:

- Giving Strategy agreed and implemented.
- Level of giving of time, money and benefits in kind across our trustee, the Corporation.

How we plan to develop our capabilities this year:

- Continue to review the Trust's staffing resource and structure to ensure it is fit for purpose.
- Maximise the input and engagement with Members of the CBT Committee and enable any relevant training.
- Continue regular training sessions for Officers for their Continuing Professional Development.
- Implement the Trust's due diligence and financial procedures for the delivery of 'Bridging Divides'.

What we're planning to do in the future:

- Further embedding the 2018-2023 CBT Funding Strategy.
- Continue to implement the 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.
- Review the implementation of the 2018/2023 Bridging Divides strategy and adjust working as a result.
- Continue to review the Learning and Evaluation Plan and adjust accordingly.
- Continue to develop as a centre of excellence on charities and charitable funding and to share this expertise to enable others to increase their impact

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