



The City Bridge Trust Committee

Date: FRIDAY, 7 SEPTEMBER 2018
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Alderman Alison Gowman (Chairman)
Dhruv Patel OBE (Deputy Chairman)
Karina Dostalova
Simon Duckworth
Peter Dunphy
Marianne Fredericks
Deputy Jamie Ingham Clark
Alderman Alastair King
Deputy Edward Lord
Jeremy Mayhew
Wendy Mead
Paul Martinelli
Ian Seaton
Deputy Dr Giles Shilson
The Rt. Hon. The Lord Mayor (Ex-Officio Member)

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Next Meetings: 24 October 2018 14 November 2018 31 January 2019
(Away Half-Day)

N.B. Part of this meeting may be subject to audio-visual recording.

Lunch will be served in the Guildhall Club at 1.00pm.

**John Barradell
Town Clerk**

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 6 July 2018.

For Decision
(Pages 1 - 12)
4. **OUTSTANDING ACTIONS**
Report of the Town Clerk.

For Information
(Pages 13 - 14)
5. **PROGRESS REPORT**
Report of the Chief Grants Officer and Director of City Bridge Trust (CGO).

For Decision
(Pages 15 - 24)
6. **FINANCIAL POSITION OF CITY BRIDGE TRUST IN RESPECT OF PERIODS 1-4 (APRIL-JULY 2018)**
Report of the Chief Grants Officer and Director of City Bridge Trust (CGO).

For Information
(Pages 25 - 28)
7. **GRANTS BUDGET AND APPLICATIONS TODAY**
Report of the Chief Grants Officer and Director of City Bridge Trust (CGO).

For Information
(Pages 29 - 32)
8. **GRANTS ANALYSIS, TRENDS AND MANAGEMENT**
Report of the Chief Grants Officer & Director of City Bridge Trust (CGO).

For Information
(Pages 33 - 38)

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

To consider the Chief Grants Officer's reports on grant recommendations as follows: -

Index of Grant Recommendations (Pages 39 - 40)

- a) Barnet Refugee Service (Pages 41 - 42)
- b) Beat (Pages 43 - 46)
- c) Passage 2000 (Pages 47 - 48)
- d) Bishop Creighton House (Pages 49 - 50)
- e) Disablement Association Hillingdon (DASH) (Pages 51 - 52)
- f) icandance (Pages 53 - 54)
- g) MENCAP Bromley (Pages 55 - 58)
- h) Ragged School Museum Trust (Pages 59 - 60)
- i) Age UK Hillingdon (Pages 61 - 62)
- j) Dementia Concern (Pages 63 - 64)
- k) Live Music Now! (Pages 65 - 66)
- l) City Harvest (Pages 67 - 68)
- m) Hounslow Citizens Advice Bureau (Pages 69 - 70)
- n) Youth Legal and Resource Centre (Pages 71 - 72)
- o) Clink Charity (Pages 73 - 74)
- p) Volunteer Centre Greenwich (Pages 75 - 78)

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

For Decision/Information

- a) Funder Plus Offer - Proposals for Phase 1 (Pages 79 - 92)
- b) Applications Recommended for Rejection (Pages 93 - 102)
- c) Applications to the Cornerstone Fund, Stage 1 (Pages 103 - 112)
- d) Funds Approved under Delegated Authority (Pages 113 - 114)

- e) Withdrawn and Lapsed Applications (Pages 115 - 118)
- f) Variations to Grants/Funds Awarded (Pages 119 - 120)
- g) Monitoring Reports for Strategic Initiatives (Pages 121 - 140)
- h) Report on Learning Visits (Pages 141 - 146)
- i) City Bridge Trust Communications & Events Attended (Pages 147 - 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. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 6 July 2018.

For Decision
(Pages 159 - 162)

15. **MEMBERS' SKILLS AUDIT**

Report of the Chief Grants Officer & Director of City Bridge Trust (CGO).

For Information
(Pages 163 - 172)

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

Report of the Chief Grants Officer & Director of City Bridge Trust (CGO).

For Information
(Pages 173 - 176)

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

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

THE CITY BRIDGE TRUST COMMITTEE

Friday, 6 July 2018

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

Present

Members:

Alderman Alison Gowman (Chairman)	Alderman Alastair King
Dhruv Patel OBE (Deputy Chairman)	Paul Martinelli
Karina Dostalova	Ian Seaton
Peter Dunphy	

Officers:

Joseph Anstee	- Town Clerk's Department
Karen Atkinson	- Chamberlain's Department
Anne Pietsch	- Comptroller and City Solicitor's Department
David Farnsworth	- Chief Grants Officer
Sufina Ahmad	- The City Bridge Trust
Sandra Davidson	- The City Bridge Trust
Jenny Field	- The City Bridge Trust
Becky Green	- The City Bridge Trust
Julia Mirkin	- The City Bridge Trust
Kate Moralee	- The City Bridge Trust
Fiona Rawes	- Town Clerk's Department
Ciaran Rafferty	- The City Bridge Trust
Shegufta Rahman	- The City Bridge Trust
Tim Wilson	- The City Bridge Trust

1. APOLOGIES

Apologies were received from Simon Duckworth, Marianne Fredericks, Deputy Jamie Ingham Clark, Deputy Edward Lord, Jeremy Mayhew, Wendy Mead and Deputy Dr Giles Shilson.

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

The Chairman declared an interest in respect of Item 11d by virtue of being a trustee of Trust for London, and would take no part in the discussion of the item.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the meeting held on 2 May 2018 be agreed as an accurate record.

Matters Arising

The Committee was advised that the grant approved for Women for Women Refugees at the Committee's March meeting had now been made, after an issue raised by a Member had been fully resolved in consultation with the Chairman and Deputy Chairman.

The Committee noted that the Responsible Business Strategy and the Philanthropy Strategy considered by the Committee at the previous meeting had subsequently been approved by the Policy & Resources Committee.

It was noted that attendance at the committee was low due to a clash with the Resource Allocation Sub-Committee Away Day. The Chairman expressed her displeasure at the clash and impressed upon the Town Clerk that such clashes should be managed better in the diary. As a result, all future dates should be noted on the front page of the committee agenda.

4. **BARNARDO'S**

The Committee welcomed Ben Banks and Serrina Lobban, representatives of Barnardo's to the meeting, to speak to the Committee about the Stop It Before It Starts project, an early intervention Child Sexual Exploitation (CSE) service part-funded by City Bridge Trust. The service was being pioneered in three London boroughs each with a different focus, aiming to raise awareness of CSE amongst a number of groups. The service used early intervention workshops and direct one-to-one work to empower young people and equip them to feel safe. A number of voluntary and community groups had engaged in the workshops. Group work sessions were also delivered in co-operation with organisations that worked with children, and Parent and Carer sessions were also delivered in schools.

The service covered areas around CSE such as grooming, the internet and law with discussion and conversations. When the service began in 2016, referrals for boys and young men were low, and vulnerability factors were clearer with girls. This was a gap that the service aimed to overcome with the right focus, including alternative provisions for boys.

Whilst young people had found the project intimidating at first, they eventually relaxed and often overcame their fears. The majority of young boys who were referred actively engaged with the service, although there was still some resistance. However, the service was having a positive impact and Barnardo's would continue to raise its profile, and increase communication and awareness of CSE issues.

The focus for each borough was devised through conversations with local authority leads in each area that identified gaps in the current service provision. For example, the focus on boys and young men in Hackney was due to the higher number of referrals in the other two boroughs. Barnardo's was involved in over forty CSE services across the UK, and one of the biggest barriers they faced was local authority engagement where it was needed. Often perceptions of CSE needed to be challenged as they were unhelpful, and this linked in with

the purpose of the project; that having conversations could encourage confidence and weaken stereotypes. Barnardo's had also acted as advocates at Multi Agency Sexual Exploitation (MASE) meetings which had enabled them to raise their agenda with professionals, which had proved very helpful.

The Committee thanked Serrina and Ben for their excellent presentation and for attending the 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 Director of City Bridge Trust (CGO) and discussed the updates provided.

CGO Visit to New York accompanying the Lord Mayor

The CGO informed the Committee that he had visited several organisations, including the Robin Hood Foundation and The New York Foundling Exhibition, during the trip to inform connections and partnerships with relevant London areas of activity

Appointments to BBC Children in Need London & SE Grants Committee

The Committee noted that two CBT grants officers had been appointed to the Children in Need Grants Committee for London and the South East, joining Bridge to Work Project Manager James Lee who was expected to take up the role of Chairman at its next meeting.

The Committee noted upcoming CBT dates including the strategic away half-day on 24 October and the Committee dinner on 8 November. A Bridging Divides briefing for all Members to assist awareness of applying for grants would be arranged for a date in October.

RESOLVED – That the report be noted.

7. **CORPORATE VOLUNTEERING STRATEGY 2018-2023**

The Committee received a report of the Head of Corporate Strategy and Performance, presenting the proposed final version of the Corporate Volunteering Strategy 2018-2023.

Feedback from Members was welcomed before the strategy was presented to the Policy & Resources Committee for approval. The strategy was designed in collaboration with all relevant departments and set out a vision for a positive volunteering culture, with clear and consistent practices that valued and supported the work and contributions of all City of London Corporation volunteers, including its elected and co-opted Members. The strategy would fit in well with the City Bridge Trust's total asset approach under the Bridging Divides strategy.

RESOLVED – That the City Bridge Trust Committee:

- i. Note the report; and
- ii. Note the content of the Corporate Volunteering Strategy at Appendix 1.

8. **INVESTING IN LONDONERS STATISTICAL REPORT**

The Committee received a report of the Chief Grants Officer and Director of City Bridge Trust (CGO) providing statistical analysis of grant applications received under your Investing in Londoner's grants scheme which ran from September 2013 until April 2018.

The average success rate of applicants, at 50%, compared favourably to other funders and was higher than CBT's previous 5-year grants programmes, and the themes of the programme were well-established. The Committee noted the tables detailing grant awards by geographical location and highlighted areas where future work could be concentrated. The Committee noted that a number of applications were awaiting assessment and would be completed by October, but trends would remain the same.

As the programme had been a success, Members suggested that the key messages could be publicised more widely via the City of London Corporation's website and other literature, or could be presented on social media via an infographic. It was positive that areas requiring more work had been identified. Various projects to build capacity in certain areas had been initiated. Outreach work with local authorities was planned as part of the Bridging Divides strategy and an update could be brought back to the Committee in six months.

RESOLVED – That the report be noted.

9. **RESETTLEMENT AND REHABILITATION OF OFFENDERS**

The Committee received a report of the CGO informing of the progress of the City Bridge Trust's funding towards projects working with ex-offenders, and providing an update on the criminal justice voluntary sector.

The report set out the challenges faced by the prison sector, as well as the organisations worked with by the City Bridge Trust and outcomes, also highlighting additional areas of focus. The Committee noted that there was a significant amount of work ongoing. A number of Livery companies were also supporting organisations in the sector, and Members suggested that a collective meeting could be beneficial.

In response to a query from a Member, the CGO clarified that the main aim for the Ideas Please mechanism was to allow organisations to approach the City Bridge Trust to raise issues or ask questions to help identify funding gaps or flag landscape changes. If an idea that came in from a charity went forward it could become a City Bridge Trust strategic initiative. The deadline for Ideas Please had been set for 27 July, and submissions would be considered after this date.

RESOLVED – That the City Bridge Trust Committee:

- a) Note the report;
- b) Continue with the approach; and
- c) Note that a future focus of the “Ideas Please” or Strategic Initiative mechanisms could be on related work with families; BAME communities; young adults, and/or early action work.

10. **GRANT BUDGET AND APPLICATIONS TODAY**

The Committee received a report of the CGO and Director of City Bridge Trust summarising grant applications recommended for decision at the meeting, and those that had been considered since the last meeting under the schemes of delegation.

RESOLVED – That the report be noted.

11. **GRANTS ANALYSIS, TRENDS AND MANAGEMENT**

The Committee received a report of the CGO and Director of City Bridge Trust providing an update on progress against the 2018/19 grants budgets and summarising grants awarded and in management.

The Committee noted two corrections to the report. The total grant amount awarded through Strategic Initiatives was £430,400, rather than the £230,400 stated, and forty Bridging Divides applications rather than three as stated in the report. The first Bridging Divides applications would be considered at the September meeting.

RESOLVED – That the report be noted.

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

The Chairman proposed that from September, the annex circulated to Members containing the application forms of grants under consideration at the meeting be made electronic only, as Bridging Divides applications forms were twice as long as current application forms. Rejected application forms were also delivered in hard copy to the Members Room for information, and these could also be made electronic only, with hard copies of either available on request. Committee Members were in favour of this change.

a) **Prisoners Abroad**

RESOLVED – That the City Bridge Trust Committee approve a grant of £233,300 over one year for the continuation of the Prisoners Abroad resettlement fund supporting destitute British citizens returning to London after imprisonment overseas.

b) **Cranfield Trust**

RESOLVED – That the City Bridge Trust Committee agree a grant of £68,400 over six months to Cranfield Trust to provide up to 32 London-based charities with management consultancy support through its “Strive” programme, conditional on a satisfactory review of the Cranfield Trust’s financial forecast for 2018-19.

c) **Ealing CVS**

APPROVED £60,000 over two years (2 x £30,000) towards the salary and associated running costs of a Development Officer to develop Hounslow Giving as part of the London’s Giving network, with any grant to be received by Ealing CVS.

At this point, the Deputy Chairman assumed the Chair, as the Chairman did not participate in the discussion of the next item.

d) **Trust for London**

RESOLVED – That the City Bridge Trust Committee agree a grant of £300,000 over three years to Trust for London to establish a joint fund to support the extension and sustainability of Deaf and Disabled People’s Organisations (DDPOs) in providing access to advice, support and voice for disabled Londoners.

e) **Refugee Action Kingston**

APPROVED £141,850 over three years (£46,120; £48,940, £46,790) towards the salary costs of the Education and Training Centre Manager (21 hpw) and ESOL Coordinator (14 hpw) and running costs of a programme of ESOL classes, discussion groups (6 per year) and public services workshops (6 per year). In the event that other funding is secured towards this project then the sum recommended will be amended accordingly.

f) **Roots and Shoots**

APPROVED £120,200 over three years (£39,300; £40,000; £40,900) for the part-time salaries of the Environmental Education Manager (21 hpw) and Gardener Educator (14 hpw)

g) **Stepney City Farm Ltd**

A Member queried the amount set out in the annex of £125,194 of funding received by the organisation from London local authorities in one year. The CGO responded that this could be a misprint and would be verified.

APPROVED £45,600 for one year for the salary costs of the f/t CEO to provide strategic leadership and successful expansion of the site ensuring sustainability of the organisation.

h) **CHANCE UK**

APPROVED £91,000 over 3 years (£27,700; £30,300; £33,000) towards the salary of a f/t Programme Manager to deliver a mentoring programme and parenting support for children aged 5-11 in Lambeth. Funding for the third year of the project is conditional on sufficient funds being raised to make the project viable.

i) **Metro Centre Limited**

APPROVED £83,400 over two further and final years (£41,600; £41,800) for a part-time (3.5 dpw) Service Co-ordinator and associated running costs of a project supporting young LGBTQ Londoners.

j) **Spear Housing Association Ltd**

The Committee noted the revised request reflected in the recommendation, for incremental expansion of the Peer Support and User Involvement programme with increased targets and costs.

APPROVED £92,500 over three years (£13,350; £34,150; £45,000) for the salary and on-costs of the p/t (30 hpw) Peer Support Worker, training, activities, line management and additional costs associated with an incremental expansion of the Peer Support and User Involvement programme.

k) **Spitalfields Crypt Trust**

APPROVED £138,000 over three years (£44,800; £46,000; £47,200) for the salary of a full-time Addiction Counsellor (35 hpw) and associated project costs.

l) **Equal People Mencap**

APPROVED £101,000 over two years (£52,600; £48,400) for the salary of the PT (4 dpw) Project Coordinator and associated project costs.

m) **Holborn Community Association**

APPROVED £100,000 for the costs of the accessible elements of the wider refurbishment including: a new entrance, installation of a passenger lift, provision of a hearing loop and the modifying of kitchen and reception areas. Funding is conditional on the balance required for the project being raised.

n) **One-To-One (Enfield)**

The Committee noted that the amount recommended was slightly reduced from the amount requested, as savings within elements of the budget, including core costs, had been identified during assessment.

APPROVED £145,800 over three years (£47,300; £48,500; £50,000) towards several staff salaries, sessional staff and associated project costs.

o) **Vineyard Congregational Church**

A Member asked how grant applications for capital expenditure were monitored to ensure that the proposal retained wider community benefit longer-term, as grant applications for proposals for the benefit of only a specific group, such as a religious group, would be rejected.

The CGO responded that officers would assess the focus of the funding and look closely at the application. Following a grant's approval, during the implementation stage, payments were released after receipt of documentary evidence of its expenditure. A twelve-month period after the improvements were made was given for the organisation to collect data and report back to City Bridge Trust, and details about the wider community benefit of the improvements would be expected at that stage. The Comptroller and City Solicitor added that there were provisions in the terms and conditions that allowed City Bridge Trust to take action against misappropriation of grant funding.

APPROVED £100,000 to improve the access to both levels of the Vineyard Congregational Church providing two new lifts, improved accessible toilet facilities, new doors and widened entrances.

p) **Age UK Bexley**

APPROVED £90,300 over three years (£35,600; £35,700; £19,000) for the posts of Project Co-ordinator (30 hours per week), Service Manager (5 hours per week) and associated running costs.

q) **Kingston Carers Network**

APPROVED £178,000 over three years (£58,000; £59,000; £61,000) for the full-time Outreach Worker (36 hpw); respite activities; workshops; and associated running costs of the Older Carers project.

r) **London Children's Ballet**

Following a query, the CGO gave details of the longer-term benefits of the proposal. The scheme would enable ongoing contact for older isolated people across London as the organisation would stay in contact with beneficiaries. The performances were oversubscribed and the scheme was welcomed by key agencies.

APPROVED £60,000 over three years (3 x £20,000) towards the Ballet for £1 and LCB tours for older isolated people across London.

s) **Bangladesh Youth Movement (BYM)**

APPROVED £70,000 over three years (£24,000; £23,000; £23,000) towards the cost of Manage Your Money, and specifically a part-time (16 hours pw) Financial Advice Worker, project delivery costs, overheads and once-off equipment.

t) **Brixton Advice Centre**

The Committee noted the amount recommended had been reduced from the amount requested, as the request had included some expenditure that fell outside the scope of City Bridge Trust funding.

APPROVED £146,000 over three years (£48,000; £50,000; £48,000) for the p/t salary of an Advisor (0.8 FTE) and associated project costs.

u) **Cambridge House**

APPROVED £146,500 over three years (£48,100; £49,000; £49,400) for the post of Crisis Prevention Navigator, NI, pension, travel cost, subscriptions and a 12.5% contribution to core costs. Release of the grant is contingent on satisfactory quarterly management accounts until further notice; updates on any change to the terms of loans held by CH; and the achievement of overall surpluses (after depreciation) in years two and three of the grant.

v) **Child Poverty Action Group**

APPROVED £130,000 over 2 years (2 x £65,000) for a f/t Universal Credit London Welfare Rights Worker, plus associated project costs including training bursaries and UC handbooks for 50 London organisations. Release of the grant is subject to receipt of satisfactory quarterly management accounts.

w) **Key4Life**

APPROVED £115,000 over three years (£36,000; £38,000; £41,000) towards the costs of Key4Life's 'through the gate' work with 18-24 year olds involved in the HMP Brixton programme.

x) **CVS Brent**

APPROVED £134,800 over three years (£44,900; £43,800, £46,100) for the p/t (4dpw) salary of the Monitoring and Evaluation Officer and project running costs.

y) **London Play**

APPROVED £111,000 over two years (£53,800; £57,200) towards the salary of a p/t (2.5dpw) Programme Designer; 1dpw of Head of Communications; costs of training playground staff; and related operational and management costs. The release of the first quarterly payment is subject to receipt of satisfactory

management accounts to 31 March 2018 and further payments will also be subject to receipt of quarterly management accounts.

z) **Partnership for Young London**

The Committee noted that the organisation was based in Guildhall, and that two Members of the Court of Common Council were on the Board of Trustees. A Member suggested that if the organisation paid rent to the City of London Corporation then this would need to be declared, and it was agreed that this would be clarified.

APPROVED £106,000 over two further and final years (£52,000; £53,500) for the costs of the Development Lead (4 days per week); admin support (0.5 days per week); and associated running costs. Release of the second quarter of the grant will be subject to receipt of compliant accounts for 2017/18.

aa) **Pro Bono Economics**

APPROVED £150,000 over three years (£30,000, £50,000, £70,000) for associated project costs to support charitable organisations providing services for Londoners.

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

a) **Applications Recommended for Rejection**

The Committee considered a report of the CGO and Director of City Bridge Trust detailing 22 grant applications or Eco-Audit requests that were recommended for rejection.

RESOLVED – That the Committee reject the grant applications listed in the accompanying schedule.

b) **Stepping Stones Applications Rejected Under Delegated Authority**

The Committee received a report of the CGO and Director of City Bridge Trust outlining a total of 16 Stepping Stones applications rejected under delegated authority by the Chief Grants Officer in consultation with a Chairman and Deputy Chairman at first stage of application.

RESOLVED – That the report be noted.

c) **Funds Approved under Delegated Authority**

The Committee received a report of the Chief Grants Officer which advised Members of five expenditure items, totalling £42,240, which had been presented for approval under delegated authority to the Chief Grants Officer in consultation with the Chairman and Deputy Chairman.

RESOLVED – That the report be noted.

d) **Withdrawn and Lapsed Applications**

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

RESOLVED – That the report be noted.

e) **Variations to Grants/Funds Awarded**

The Committee received a report of the Chief Grants Officer which advised Members of a variation to six grants agreed by the Chief Grants Officer since the last meeting. A total sum of £60,455 across approximately fifty grants in unused balances had been written back.

RESOLVED – That the report be noted.

f) **Reports on Learning Visits**

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

RESOLVED – That the report be received.

g) **City Bridge Trust Communications and Events Attended**

The Committee received a report of the CGO and Director of City Bridge Trust updating on the communications work of the City Bridge Trust.

RESOLVED – That the report be noted.

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

There were no questions.

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

There was no other business.

16. **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
16 - 18	3
19 - 20	-

17. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 2 May 2018 be agreed as an accurate record.
18. **PHILANTHROPIC HUB**
The Committee considered a report of the CGO and Director of City Bridge Trust.
19. **PIPELINE OF PRO-ACTIVE STRATEGIC GRANTS**
The Committee received a report of the CGO and Director of City Bridge Trust.
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
21. **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 3.10 pm

Chairman

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The City Bridge Trust Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	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	September 2018	The Task & Finish Group has been established and meets regularly
2.	31 January 2018	Individual Member Skills Audit and Committee Effectiveness Evaluation	CBT Team and Town Clerk	September 2018	Updates and Findings to be brought to September 2018 Committee
3.	14 March 2018	Prince’s Trust	CBT Team / Town Clerk	Members’ Away Half-day, October 2018	Prince’s Trust liaison officer to present to the Committee on the work of the Prince’s Trust
4.	6 July 2018	Philanthropy Strategy Action Plan	CBT Team / Town Clerk	November 2018	Philanthropy Strategy Action Plan to be brought to CBT for approval before going to P&R in November
5.	6 July 2018	Outreach work with targeted Boroughs	CBT Team	September 2018	Officers to devise a plan for outreach work in Boroughs identified for concentration of future work

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
6.	6 July 2018	Investing in Londoners	CBT Team / Town Clerk	October 2018	Advertising of the outcomes of the Investing in Londoners programme to be promoted via social media and an infographic
7.	6 July 2018	Resettlement and Rehabilitation of Offenders	CBT Team / Town Clerk	October 2018	Officers to explore arranging a collective meeting with Livery companies on supporting organisations in the Prisons sector.
8..	6 July 2018	Bridging Divides Member Briefing	CBT Team / Town Clerk	16 October 2018	Briefing to be held on 16 October in Private Members Dining Room at 12:15
9.	6 July 2018	Partnership for Young London	CBT Team / Town Clerk	September 2018	Links with the City of London Corporation and any conflict regarding the charity to be established

Committee: City Bridge Trust (CBT)	Dated: 7 September 2018
Subject: Progress Report	Public
Report of: Chief Grants Officer (CGO) and Director of CBT	For decision

Summary

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

- Cornerstone Fund
- Cornerstone Fund evaluation
- Total Assets
- Stepping Stones
- Learning Partner
- Philanthropy Strategy
- Civil Society Strategy
- Mayor of London's Young Londoners Fund
- Implementation of Bridging Divides
- HR update
- Islington Giving training young people's grant panel

Recommendation

- a) That the report be noted.
- b) To approve non-grant funding from the Cornerstone Fund of up to a maximum of £80,000 over two years for a Learning Partner.
- c) To agree that any decisions to allocate individual sums for the Mayor's Young Londoner's Fund prior to your next meeting in November be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman and to be reported to the subsequent Committee.

Main Report

Introduction

1. You will recall that you have agreed that each of the CBT Committee Meetings will begin with a presentation on a particular aspect of the work you support. Rosie Ferguson, CEO of Gingerbread has been invited to this committee. Gingerbread was awarded funds in 2017 to undertake research on the needs of single parent families in London and how services could be provided to best meet those needs. This research will be completed in November 2018 and will be built on a robust evidence base, amplifying the

voices and experiences of single parents most in need, including those more disadvantaged families in the capital who Gingerbread haven't historically reached.

Cornerstone Fund

2. As reported at your last meeting, the Cornerstone Fund (the additional funding of £3m that was approved to establish a strategic fund for civil society infrastructure support of which £2.8m remains) Funders' Panel¹ met on 11th July 2018.
3. You may recall this has a two-stage application process. The panel met to discuss the Stage 1 applications and to decide which applications should be recommended to receive grants to develop their bid to Stage 2. The applicant will then follow the application process of whichever funder considers a particular proposal best aligns with their interests.
4. Of the 21 applications received, only one had completely failed to address the published criteria and outcomes. Of the remaining 20, 11 were considered strong enough to go through to Stage 2, one of which does not need a development grant. The remaining 10 will receive grants of up to £20,000 which have been approved by Delegated Authority² and are reported elsewhere in your papers today. You will see this report indicates which funder is likely to consider which Stage 2 application.
5. Approval of the 10 which were recommended for rejection was made by Delegated Authority as well as a schedule of these can also be found elsewhere in your papers today.
6. It is anticipated that the Stage 2 applications that are to be recommended for funding by City Bridge Trust will be brought to your Committee Meeting either in November 2018 or in January 2019.

Cornerstone Fund evaluation

7. The Cornerstone Fund Reference Group and Funders' Panel proposes that a Learning Partner is appointed to work alongside the successful applicants and the group of aligned funders over a two-year period, in order gain an understanding of 'what works' and the extent to which the projects that have been supported are scaleable/replicable. The evaluation will also look at the funding model and how the funders have worked together, as well as the extent to which the Cornerstone Fund has successfully brought about systemic change within how civil society support organisations work.
8. Given the number of days that are likely to be needed for this evaluation, it is recommended that you approve non-grant funding from the Cornerstone Fund of up to a maximum of £80,000 over two years for a Learning Partner

¹ comprising representatives from Big Lottery Fund, Trust for London, Mercers Company, John Lyons Charity, Cripplegate Foundation, Greater London Authority, London Councils and London Funders

² Decisions on applications of up to £10,000 may be approved by the Chief Grants Officer. 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.

(Tenders will be invited in the range of £60,000 - £80,000 over two years). The Learning Partner would be appointed through the City of London Corporation's standard procurement process.

Total Assets

9. Bridging Divides commits you to using all of the assets, financial and non-financial, of both CBT and the CoLC (as trustee of the underlying charity) as part of CBT's 'toolbox' to support applicant organisations. Proposals for the first phase of a Funder Plus offer are provided separately in your papers today and would also form part of the toolbox.
10. Noa Burger, who until July 2018 was Head of Responsible Business within the Economic Development Office, is currently working for us in a freelance capacity for a fixed number of days to assist us with a number of tasks. These include helping us to analyse, categorise and collate what our total assets are, including our more 'unusual' assets, so that we can make this information available both internally and externally in a user-friendly format.
11. Noa is also designing a questionnaire for CBT grantees to explore what areas of organisation life they would welcome support with and what barriers or obstacles there might be to receiving support. The feedback will help to inform the proposed Phase 1 Funder Plus offer; the total assets offer; as well as the CoLC's employee volunteering offer.

Stepping Stones

12. City Bridge Trust worked alongside employee volunteers from UBS during July to assess applications received through the fifth round of Stepping Stones, your social investment readiness grant programme. 35 applications were received and 19 were asked to provide full proposals, at levels equivalent with previous rounds. Full assessments are ongoing and recommendations for both funding and rejection will be put in front of an approval panel involving the Chairman, Deputy Chairman, senior UBS representative and the Chief Grants Officer at a meeting on 13th September. Details of all organisations funded will be provided to your November Committee meeting along with proposals to make Stepping Stones a rolling programme similar to other City Bridge grant-making in order to improve ease of application.
13. Meanwhile, City Bridge Trust and UBS' Stepping Stones work has been shortlisted for a Charity Times award under the social investment category. The awards take place in early October and the Trust expects to attend with colleagues from UBS who, like us, are delighted to be shortlisted.

Learning Partner

14. We continue to work with Renaisi, our learning partner for the Bridging Divides strategy. Renaisi has already held two workshops for the Trust staff team and plans to meet Members at your strategy half away-day. The partner is preparing several papers which may be of interest to Members, including guidance on how best to measure the progress we make towards achieving our mission of reduced inequality and stronger communities.

Philanthropy Strategy

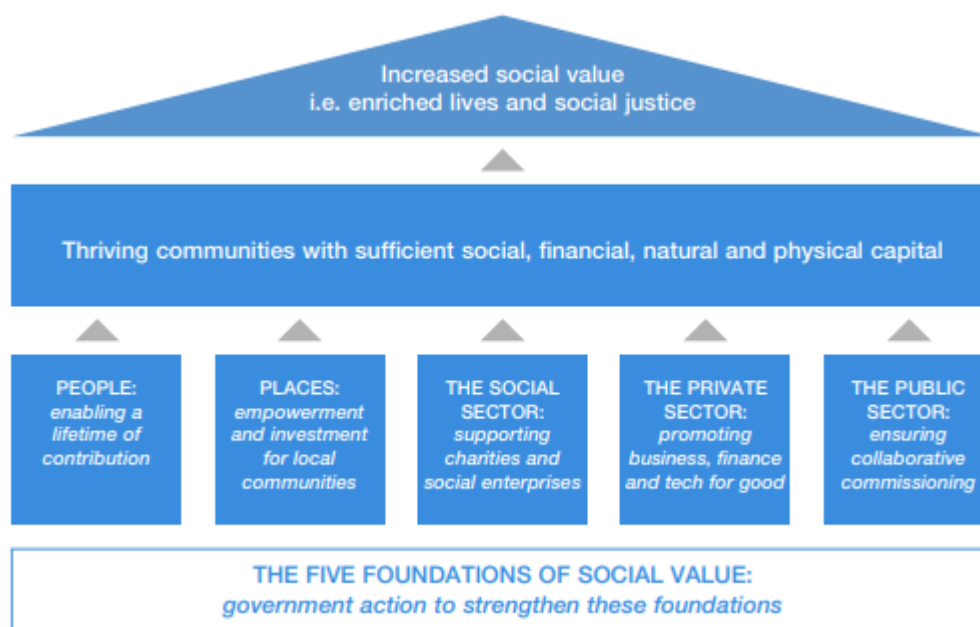
15. You approved the Philanthropy Strategy at your May meeting and, as it is a cross-organisational strategy encompassing both CBT and the CoLC, it was subsequently approved by both the Policy and Resources Committee in June and by the Court of Common Council in July.
16. You will recall that the Strategy has 3 pillars to achieve its vision to ensure that, as a result of higher impact and higher value philanthropy, individuals and communities thrive, especially those experiencing disadvantage and marginalisation. The pillars are:
 - a) The CoLC and CBT role model high impact Philanthropy contributing to a reduction in inequality and/or an increase in social mobility;
 - b) Higher impact and/or higher value Philanthropy is generated from others as a result of CoLC and CBT's support for the philanthropic infrastructure;
 - c) Key audiences are better equipped to generate higher impact and/or higher value Philanthropy as a result of CoLC and CBT's awareness raising activity about it.
17. Work is currently underway to build the implementation plan which will come to your Committee for review in November 2018.
18. Notwithstanding the development of the implementation plan, we have wanted to be nimble in identifying and responding to opportunities as they arise. Under pillar 2, we therefore secured your support for the 'Philanthropy House' concept (subject to further clarification on costings and legalities). As the committee is aware, there are also range of events taking place in September to reflect the awareness raising focus of pillar 3, namely:
 - a) the launch of the Centre for London's Giving Research at the Guildhall on the 3rd of September with CPR providing the welcoming speech. Fiona Rawes and Jenny Field have been on the steering committee for this research in which the work of CBT and the CoLC more broadly is warmly credited.
 - b) the 3-day Global Donors' Forum for the World Council of Muslim Philanthropists on 10-12 September with an evening reception at the Mansion House on 11th September with Alderman Alison Gowman providing the welcome as the Lord Mayor's Aldermanic Representative. An audience of 300 is expected for the forum and CBT will contribute to 2 sessions; one on learning from Grenfell Tower (chaired by Professor Diana Leat, and featuring London Funders, Muslim Aid and the Al Manaar Cultural Heritage Centre alongside CBT) and the other on social investment learning (chaired by Paul Palmer of Cass Business School, and featuring UBS, the Al Zakkat Foundation and CBT).
 - c) The launch of the CoLC's own research on barriers and drivers to higher impact giving by the Financial and Professional services sector at the

Mansion House on 24th September as a precursor to City Giving Day on the 25th September.

19. Pillar 2 envisages funding and other support for the philanthropic infrastructure. This sits neatly within the 'Connecting the Capital' strand of your Bridging Divides Strategy which includes support for infrastructure or 'second tier' organisations. In preparation for 'philanthropic' spend within the Connecting the Capital strand, we will be working through the detail as part of the implementation plan and further developing the website content to reflect this philanthropic focus. We will of course keep your Committee apprised of the changes. In the meantime, we are staying close to high potential initiatives which have been developing over the last year.

Civil Society Strategy

20. The Government published its **Civil Society Strategy** on 9 August 2018. This strategy aims to create 'thriving communities' through strengthening 'five foundations of social value'.



21. It highlights the vital importance of a thriving, diverse civil society, which enriches lives and creates a fairer society for all broadly under the following headings:

- a) People - The aim here is to give people a sense of control over their future and their community, and to support them in taking action on the issues they care about.
- b) Places - The strategy aims to create places where local communities are empowered and take responsibility for where they live. As well as enhancing existing opportunities such as community rights, there are some interesting new commitments.
- c) The social sector – The strategy's focus is to ensure charities and social enterprises are confident about their right to speak up and have a strong role in shaping policy.

- d) The private sector - The strategy seeks to build further initiatives and support for responsible businesses, those which put social and environmental responsibility at the heart of what they do.
- e) The public sector - The aim here is to ensure collaborative commissioning, so local players are involved in a meaningful way in creating and delivering public services.

Mayor of London’s Young Londoners Fund

22. Your officers have continued to assist the GLA with the processing of applications to the Mayor of London’s fund to support young people’s activities. James Lee and Jack Joslin have undertaken some online assessments whilst Ciaran Rafferty has taken part in a panel at City Hall to consider Small Grant applications and, later this year, will also be part of panels to review requests for larger grants. Once the Small Grant recommendations have been approved by the Mayor’s team those organisations will be advised accordingly, with a view to their projects then commencing from late October onwards. The projects awarded larger grants are scheduled to commence in January 2019.

23. With regard to the £1m provided by the Trust for wrap around support to the funded organisations, your officer has been busy in negotiating with the GLA and with a range of specialist providers. The Young Londoners Fund will support activity over the next three years and your support programme will follow the same timeframe so not all of the funds will be allocated immediately.

24. Estimates for the allocation of your funds in the first 18 months (Oct 2018 – March 2020) are as follows:

Staff Training Courses/Programmes*	£120,000
Ongoing counselling/wellbeing support	£100,000
Staff/Project networks (via the GLA)	£100,000
Support for London Youth Quality Mark	£130,000

(* likely to be via more than one provider)

25. It is important at this stage that there is some flexibility in these allocations as the detail of need will not be known until all grants for the period are awarded by the GLA and a more robust needs analysis can then be undertaken. Consequently, it is advised that if any individual sums are to be allocated prior to your next meeting in November that approval be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman and to be reported to the subsequent Committee.

Implementation of Bridging Divides

26. On 26 July, CBT hosted the grant-making teams from BIG Lottery London and Trust for London. This proved a valuable opportunity to share knowledge on each organisations’ respective strategy development and implementation. The sessions were attended by over 40 people from across all three

organisations with networking opportunities before and after the event. It is hoped that these joint learning sessions will become regular events.

HR update

27. The job evaluation process, which was undertaken so as to standardise and update the job descriptions of existing CBT staff and evaluate the new posts that have been created, has now been completed (except for the Head of Chief Grants Officer's office and Corporate Charity Business manager which is still undergoing evaluation).
28. The recruitment process will now commence for all of the roles below, with closing dates set for mid-September. A further update will be provided at your November Committee
 - a) Business Support Manager
 - b) Executive Assistant
 - c) Head of Central Grants programme
 - d) Head of Impact and Learning
 - e) Central Grants Funding officer

Islington Giving Young Grantmakers Programme update

29. The Young Grant Makers (YGM) programme is a one-year pilot delivered in partnership with Youth Bank International (YBI) with weekly sessions between May and December 2018. YGM has a grant budget of up to £80,000 with delegated authority to make decisions and awards up to the value of £15,000.
30. YBI have developed and delivered young grant making programmes in multiple countries and have a strong guiding framework that allows different groups to pick up the model and adapt for their particular circumstances. Islington Giving's (IG) programme team works closely on all aspects of the YGM programme to ensure IG requirements and expectations are at the forefront, to allow the team to learn and share learning within the team and with other interested funders.
31. Kate Moralee, Grants Officer and a member of Islington Giving's Grants Panel, was invited to attend a training session with the young grant makers devoted to "understanding what success looks like for different stakeholders in the programme". The session was well attended by a diverse group of 8 young people (even though it was the same evening as an England world cup game). The young people were fully engaged with the programme, had attended regularly and demonstrated a good understanding of their role, through the questions they asked and the feedback they gave about previous sessions. The session was led by YBI and supported by a peer facilitator (a young person who had previously been through the training).
32. Kate and another member of the Grants Panel were asked to share their views on what success would look like for IG grant panel. The young people then asked questions on governance – full decision-making process, accountability and the source of the money awarded in grants. The young

people were very interested in the history of CBT, its governance and decision-making processes, which are very different to those of Islington Giving.

33. The young people were then asked to discuss their own criteria for “success” of the programme from the perspective of grant making and the grantees, which would be further refined during the consideration of expressions of interest submitted. The young people have previously delivered an evening of funding surgeries where they spoke to applicants about the programme, how to make an application, and the criteria for the programme. They will go on to look at other criteria against which they will measure success, specifically relating to success for those individuals taking part in the programme, at a future session.

Bridge to Work network meeting

34. On the 18th August your officers held the most recent of the quarterly network meetings for the Bridge to Work programme. The Deputy Chairman attended and warmly welcomed those present. These meetings are attended by all of the grantees who are in receipt of funding through Bridge to Work and provide an opportunity for conversation and collaboration amongst grantees and relevant external organisations that are invited. The meeting was also attended by grantees of the Bridging Divides funding programmes who are delivering work of relevance, such as Scope and the Royal Society for Blind Children.
35. We were pleased to hear from Frances McAndrew, the Diversity and Inclusion Lead at Transport for London (TfL). Frances spoke about the steps that TfL are taking to improve opportunities for disabled people to join and progress within their workforce of 28,000 staff. Frances noted that whilst they have doubled the number of disabled employees (from 2% to 4%) in the past two years, she recognises that there is still a lot of work to be done. She also mentioned a point of learning for colleagues across the City of London Corporation with regards to the Staff Diversity Networks at TfL, which have many subgroups relating to specific needs and utilised in a manner akin to a business resource group. For example, a subgroup looking at adjustments plays a significant role in reviewing staff policies in relation to reasonable adjustments.
36. Other external guests included Venla Freeman and Russel Knight from the Prince’s Trust, who delivered a presentation on their employability support offer for young people that is funded by the Trust. Your officers recognise that the efficacy of the Bridge to Work programme is strengthened by collaborative working and a coming together of the various strands of work which are supported across the City Bridge Trust’s portfolio of grants. There is already common ground between these two initiatives and great scope to build further on that.
37. Finally, we heard from Karen Mitchell of The Shaw Trust, an organisation that is delivering the Work and Health Programme in West London on behalf of the Department for Work and Pensions. The Work and Health Programme is a

Government initiative designed to help disabled people find and sustain work. It was of great value to hear of the approach to providing support and the long history of quantitative data which underpins the design of the Programme. Bridge to Work aims to foster a spirit of collaboration and to share learning not just between your grantees but across all sectors, including government departments.

38. The next Bridge to Work network meeting is scheduled for Monday 10th December from 2pm to 5pm at the Guildhall. The attendance of Committee Members would be most welcome.

David Farnsworth

CGO and Director of CBT

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Agenda Item 6

Committee:	Date:
City Bridge Trust (CBT)	7 th September 2018
Subject: Financial Position of CBT in respect of Periods 1-4 (April-July 2018)	Public
Report of: Director of City Bridge Trust and Chief Grants Officer (CGO)	For Information
Author Clare Wand, Senior Accountant Charities	

Summary

This paper sets out City Bridge Trust's (CBT's) spend against budget for period 1 April to 31 July 2018 (periods 1- 4). CBT was allocated a total budget of £23.4m in the financial year 2018/19. £21.5m of this budget was allocated to the grants programme. The actual grant spend as at the end of period 4 is £1.1m below budget, but this is offset by a £1m commitment agreed by the Court of Common Council, on recommendation of this Committee. There is also an underspend compared to the original budget profile in two other main areas of expenditure: Employee Costs and Supplies and Services. Further details on these variances can be found in the report below. These variances are considered to be timing related (for example a delay in recruitment of new posts). Now that Q1 is complete, more detailed forecasting will commence. At this stage, it is anticipated that budgets will be met.

Recommendation

- a) That the report be noted.

Main Report

Table 1: CBT Budget v Actual Spend, Month Ending July 31st 2018.

	ACTUAL YTD	BUDGET YTD	VARIANCE	VARIANCE	ANNUAL BUDGET
Local Risk					
	£000s	£000s	£000s	%	£000s
Employees	518	630	(112)	(17)	1,888
Transport	2	2	0	0	6
Supplies and Services	104	228	(124)	(53)	509
Total Expenditure	624	860	(236)	(27)	2,403
Income	(37)	(37)	0	0	(196)
Total Local Risk	587	823	(236)	(28)	2,207
Central Risk					
Grants	4,879	6,026	(1,147)	(19)	21,495
Depreciation	-	-	-	-	31
Social Investment Income	8	0	8	-	(400)
Total Central Risk	4,887	6,026	(1,139)	(19)	21,126
Recharges	1	0	1	-	131
Total Net Expenditure	5,475	6,849	(1,374)	(20)	23,464

Further Explanation/Analysis of Table 1

Local Risk

Employee Costs

1. As a result of the implementation of Bridging Divides a new staffing structure was agreed which included some additional appointments. When the original budget was set in November 2017 we were hopeful that the new appointments would be in place from the start of the financial year 2018/19. The job evaluation process in respect of these new roles has now been completed (except for one role which is still ongoing) which has resulted in

CBT being under budget on salaries in the first quarter of 2018. Some of this underspend is being offset by the cost of temporary staff who are in place to fill some of the vacant posts. We will continue to monitor this budget and provide regular reforecasts.

Supplies and Services

2. At the end of period 4 supplies and services which include consultancy, software maintenance and support, subscriptions and events and conferences, had an actual spend of £104k compared to a budget to date of £228k. At this early stage in the year it is anticipated that this difference is mainly due to timings and that the expenditure will catch up with the original budget profile as the year progresses. Spending in areas such as staff training is less than expected due to the delayed recruitment process.

Income

3. The budget includes income from the Central Grants Unit and the Wembley National Stadium Trust (WNST) contract.

Central Risk

Grants

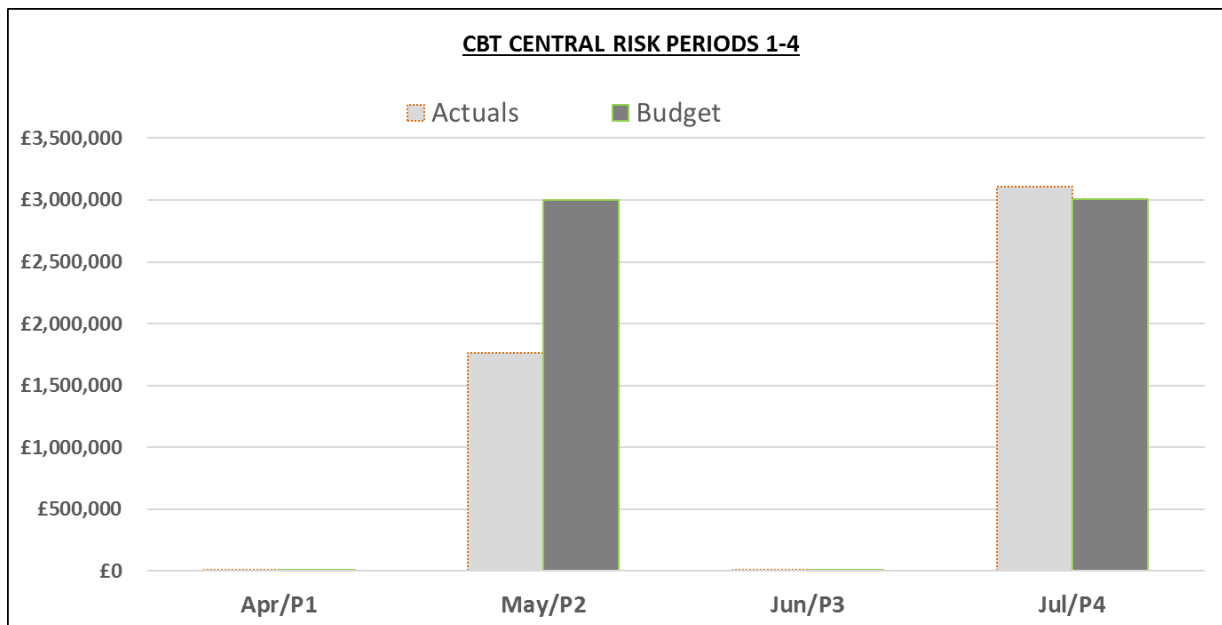
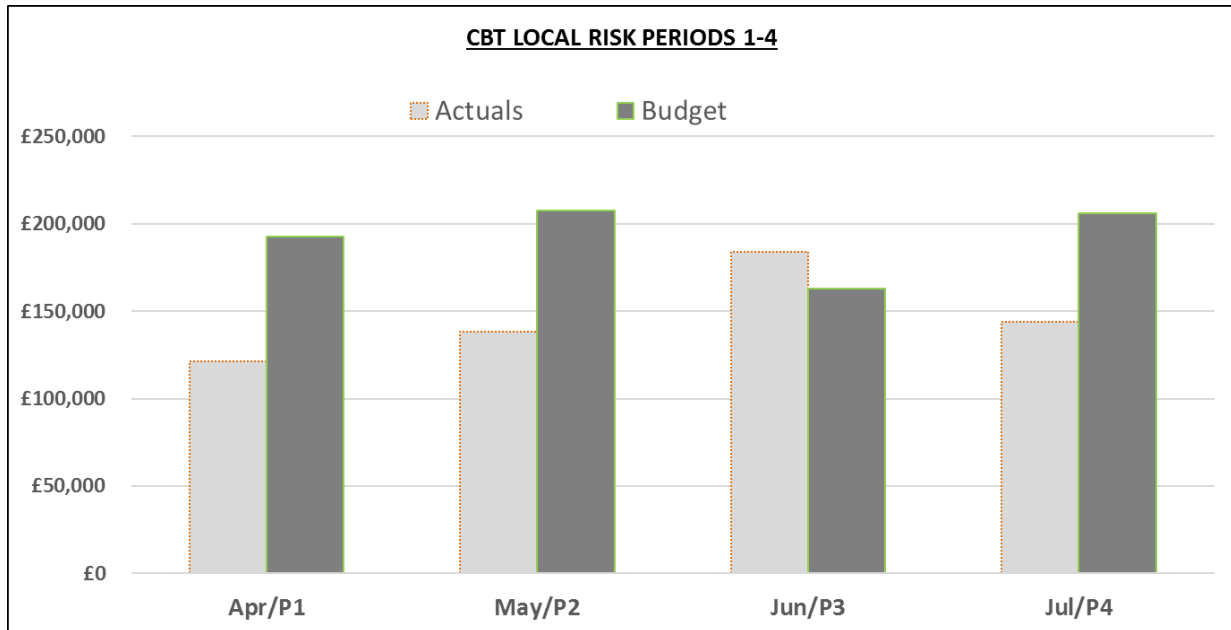
4. The actual grant commitment (which also includes fees and services of £23k) as per the above table is £4.8m, resulting in a variance compared to budget of £1.1m. The 'actual' figure reported in the above table does not include the £1m for the Mayor's Fund for Young Londoners which although agreed by the Court of Common Council in May on the recommendation of the CBT Committee, has yet to have any specific grant commitments made, details of how this fund is to be allocated can be found in the Chief Grants Officer's report elsewhere in your papers today.
5. An element of the 20th Anniversary funding was held in a designated fund at the year end 17/18. Although the purpose of these funds has been approved by the Committee the financial impact of these is yet to hit the budget with spend expected to commence in September 2018.
6. A more detailed analysis of the grants budget can be found with the Grants Budget and Applications report, elsewhere in these papers.

Depreciation

7. The charge for depreciation will be made in period 12 and represents a general allocation of depreciation on the Guildhall facility.

Social Investment Income

8. A change against the original budget in 18/19 sees income associated with the Social Investments Fund now being included within the CBT budget to match where the responsibility for generating this income lies. A budget of £400k has now been allocated.



Agenda Item 7

Committee	Dated:
City Bridge Trust	7 th September 2018
Subject: Grants Budget and Applications today	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Jemma Grieve Combes, Grants Officer	

Summary

This paper summarises grant applications recommended for decision at today's meeting, and those that have been considered since your last meeting under your schemes of delegation.

Recommendations

Members are asked to:

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

Main report

- 29 grant recommendations will be dealt with at today's meeting, including 16 recommendations for decision by Members today (see Section 9 of today's papers). In addition, a recommendation is included in Section 10 to allocate both non-grant and grant funds towards phase 1 of your Funder Plus offer. 13 grants are to be noted as approved by delegated authority since your last meeting (Section 10d of today's papers).

Action	Investing in Londoners		Bridging Divides		Anniversary Programmes		Total	
	Nº	£	Nº	£	Nº	£	Nº	£
Grant recommendations	15	1,769,320	1	255,600	0	0	16	2,024,920
Approved by delegated authority up to £10,000	0	0	1	2,800	1	5,050	2	7,850
Approved by delegated authority from £10,001 - £25,000	0	0	1	20,000	9	171,405	10	191,405
Approved by delegated authority from £25,001 - £50,000	1	48,800	0	0	0	0	1	48,800
Sub total	16	1,818,120	3	278,400	10	176,455	29	2,272,975
Additional non-grant spend				50,000				50,000
Funds committed for specific projects				500,000				500,000
Total	16	1,818,120	3	828,400	10	176,455	29	2,822,975

- A further 47 applications are either recommended for rejection or have been withdrawn or lapsed (sections 10b and 10e of today's papers). This includes 10 applications rejected under the latest round of your Cornerstone fund (anniversary programme).

Action	Investing in Londoners	Bridging Divides	Anniversary Programmes	Total
	Nº	Nº	Nº	Nº
Recommended for rejection	23	6	0	29
Delegated rejections (to note)	0	0	10	10
Withdrawn (to note)	7	2	0	9
Lapsed (to note)	1	0	0	1
Total	31	8	0	47

3. There are 8 new variations to grant awards to report at today's meeting, leading to write-backs of £150,001. The total value of variations this financial year is £369,551.
4. Table 3 shows the implications of today's recommendations against your 2018/19 grants budgets.

Table 3: Overall spend against 2018/19 total grants budgets					
	Bridging Divides/ Investing in Londoners		Anniversary Programmes		Total
Budget		£		£	£
2018/19 Budget		20,000,000		0	20,000,000
2017/18 designated fund		0		2,830,900	2,830,900
Total budget		20,000,000		2,830,900	22,830,900
Grants awarded in 2018/19	6,075,676		0		6,075,676
Less 2018/19 variations to date*	(219,550)		0		(219,550)
Net grant commitments 2018/19 to date		5,856,126		0	5,856,126
Remaining budget 2018/19		14,143,874		2,830,900	16,974,774
Today's meeting					
Grant commitments	2,596,520		176,455		
Non-grant commitments**	50,000		0		
Today's meeting total	2,646,520		176,455		2,822,975
Less today's variations	(150,001)				(150,001)
Remaining budget 2018/19 after today's meeting		11,647,355		2,654,445	14,301,800

Jemma Grieve Combes
 Grants Officer (Monitoring and Evaluation)
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* Variations are write-backs and revocations to active grants that result in amounts being unspent or returned to the Trust.

** Non-grant spend represents expenditure such as management costs, evaluation activity or related research that is recommended for approval but will not be awarded as a grant to another charity.

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Committee	Dated:
City Bridge Trust	7 th September 2018
Subject: Grants analysis, trends and management	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Jemma Grieve Combes, Grants Officer	

Summary

This paper provides an update on progress against your 2018/19 grants budgets and summarises those grants awarded and in management.

If today's recommendations are approved, you will have £11,647,355 (57%) of your main grants budget (comprising both Investing in Londoners and Bridging Divides grants schemes) left to spend.

Recommendation

Members are asked to:

- a) Note the report

Main Report

Background

1. Your current grant making is comprised of four main schemes: Investing in Londoners, Bridging Divides, Anniversary Programmes and Prince's Trust. Details of each are explored below.

Investing in Londoners and Bridging Divides

2. The Investing in Londoners and Bridging Divides grants schemes comprise your principal grants programmes. The Investing in Londoners grants scheme closed to new applications on 20th April 2018. It is anticipated that the remaining applications will be assessed and presented to your Committee by the end of October 2018. Bridging Divides opened to new applications on 23rd April 2018. Both schemes draw on the same grants budget but, where appropriate, will be reported on individually.
3. Total spend to date and applications considered at today's meeting are shown in your 'Grants Budget and Applications' report elsewhere in your papers.

4. **Spending rate:** Chart 1 shows the spending rate at each Committee meeting. We would expect a broadly even spread at each meeting (approximately 17% per meeting) but there are inevitably some peaks and troughs. If today's recommendations are approved you will have £11,647,355 (57%) of your Investing in Londoner's/ Bridging Divides grants budget left to spend.



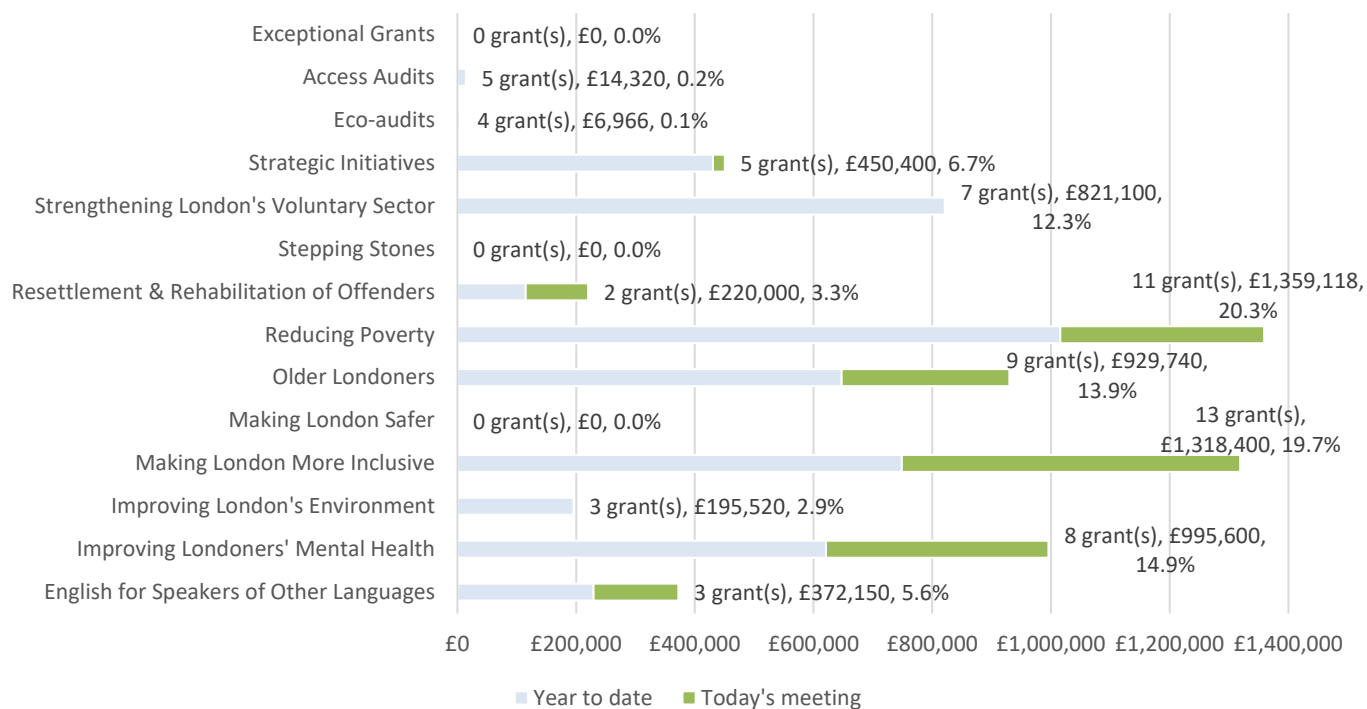
5. **Grant variations:** Write backs of funds to date, including those reported at today's meeting, total £369,551. This represents 1.8% of the annual grants budget and, as such, is not unduly high.

6. **Assessments in progress:** The Trust is currently assessing applications, including Strategic Initiatives, at a total value of £17,825,851.

Table 1: Proposed use of remaining budget	
Value of submitted applications - under assessment	£17,270,851
Value of proposed strategic initiatives	£555,000
Total requests under assessment	£17,825,851

7. **Awards made against grant outcomes:** Under your Investing in Londoner's scheme you have several different programmes which aim to achieve different thematic outcomes. Chart 2 shows grant amount awarded by programme area. Please note that this covers only Investing in Londoners and not your new Bridging Divides programmes.

Chart 2: % total grant amount awarded by Investing in Londoners programme, year to date (2018/19)



Anniversary programmes

8. The Anniversary fund approved in 2015-16 is designated for use towards an employability and an infrastructure programme.
9. **Employability programme:** Funds of £4,735,000 for the Employability Programme were fully committed in 2017/18. Some amounts within that will be formally allocated in future years over the 5-year life of this programme.
10. **Infrastructure Programme:** 24% of the total Infrastructure Programme budget of £3,713,000 was committed at the end of 2017-18. The final £2,830,900 is forecast to be committed in 2018/19 in line with the implementation of The Way Ahead and the Cornerstone Fund. Today's meeting reports grants of £176,455 committed under the Cornerstone Fund. The remaining budget is £2,654,445.

11. Prince's Trust

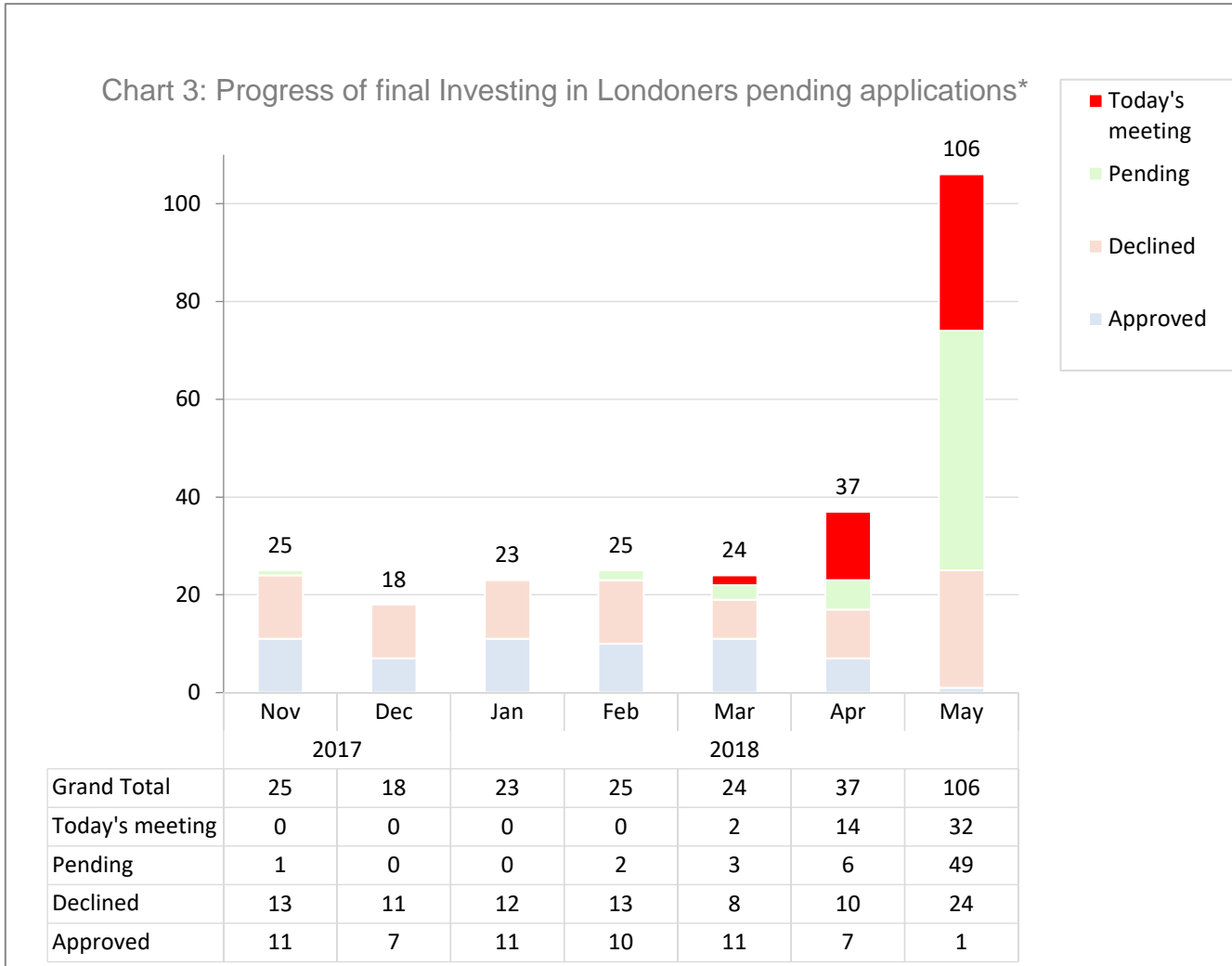
The Trust has managed an annual grant award of £1,000,000 to The Prince's Trust since 2014. At your March 2018 meeting you approved a 3-year commitment of £3,000,000.

Work in progress

12. **Progress of applications:** Chart 3 shows the progress of the final Investing in Londoner's applications (including Stepping Stones). At the time of writing this report, 48 non-Stepping Stones applications were pending and still under

consideration by your officers. It is anticipated that the remaining applications will be assessed and presented to your Committee by the end of October 2018.

13. To date 82 Bridging Divides applications have been received. 9 are considered at today's meeting.

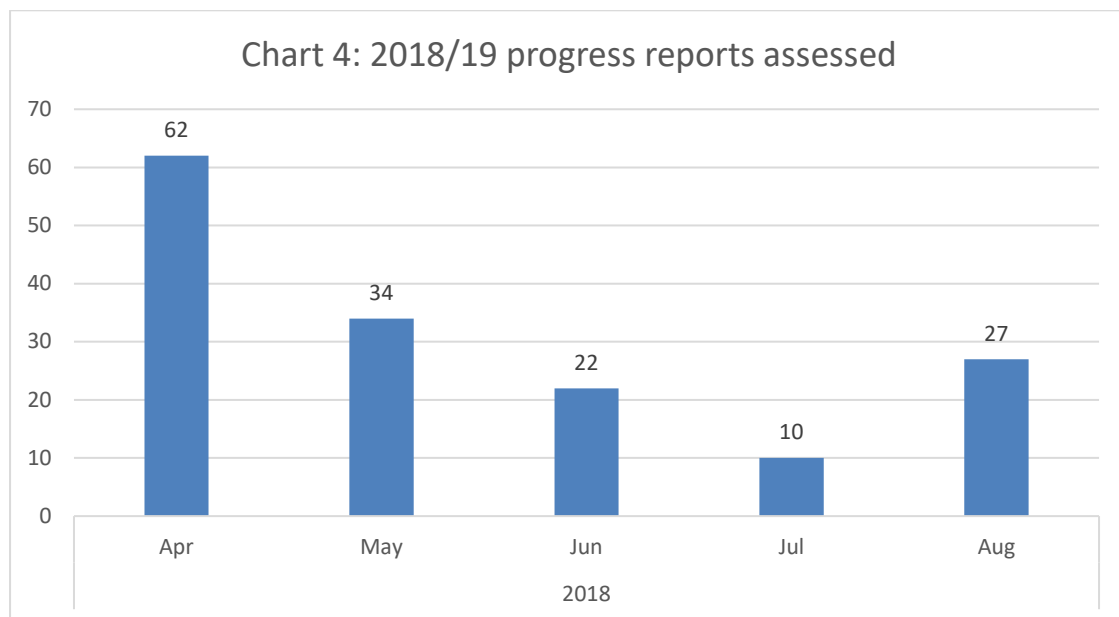


*The Chart excludes strategic initiatives, partnership programmes and exceptional grants as they are usually approved through a different application process than your standard Investing in Londoners grants.

14. **Volume of applications:** The peak in applications in May 2018 reflects the closure of Investing in Londoners and the deadline for the latest round of your Stepping Stones Fund. The Trust has taken on additional temporary staffing resource to ensure these applications are processed in a timely manner, the cost of which is already within your budget.

15. **Grants in Management value:** The total value of the grants (approximately 680) currently under the on-going management of your Grants Officers is approximately £ 29,792,465.

16. Grants in management learning and monitoring: In the financial year to date your officers have assessed and signed off 155 annual progress reports from grantees.



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INDEX OF GRANT RECOMMENDATIONS

Ref No.	Organisation	Requested Amount	Recommended Amount
Investing In Londoners			
<u>English for Speakers of Other Languages</u>			
a)	14676 Barnet Refugee Service	£148,937	£142,940
<i>Total English for Speakers of Other Languages</i>		£148,937	£142,940
<u>Improving Londoners' Mental Health</u>			
b)	14694 Beat	£254,676	£254,600
c)	14727 Passage 2000	£120,000	£120,000
<i>Total Improving Londoners' Mental Health</i>		£374,676	£374,600
<u>Making London More Inclusive</u>			
d)	14655 Bishop Creighton House	£106,500	£106,500
e)	14660 Disablement Association Hillingdon (DASH)	£119,600	£119,600
f)	14600 icandance	£51,302	£53,700
g)	14681 MENCAP Bromley	£101,212	£141,000
h)	14685 RAGGED SCHOOL MUSEUM TRUST	£100,000	£100,000
<i>Total Making London More Inclusive</i>		£478,614	£520,800
<u>Older Londoners</u>			
i)	14689 Age UK Hillingdon	£114,777	£114,780
j)	14710 Dementia Concern	£117,545	£82,000
k)	14724 Live Music Now!	£88,413	£85,500
<i>Total Older Londoners</i>		£320,735	£282,280
<u>Reducing Poverty</u>			
l)	14691 City Harvest	£96,000	£111,000
m)	14678 Hounslow Citizens Advice Bureau	£154,718	£154,700
n)	14671 Youth Legal and Resource Centre	£77,923	£78,000
<i>Total Reducing Poverty</i>		£328,641	£343,700
<u>Resettlement and Rehabilitation of Offenders</u>			
o)	14659 Clink Charity	£105,000	£105,000
<i>Total Resettlement and Rehabilitation of Offenders</i>		£105,000	£105,000
<i>Total Investing In Londoners</i>		£1,756,603	£1,769,320

MEETING 07/09/18

Ref: 14676

ASSESSMENT CATEGORY - English for Speakers of Other Languages

Barnet Refugee Service

Adv: Jemma Grieve Combes

Base: Barnet

Amount requested: £148,937

Benefit: Barnet

Amount recommended: £142,940

The Applicant

Barnet Refugee Service is a registered charity that aims to provide a holistic model of support for refugees and asylum seekers. It currently reaches over 1500 clients a year from countries including Iran, Afghanistan, Congo, Syria, Turkey, Somalia, Zimbabwe and Kuwait. Services include advice, counselling, ESOL classes, youth activities, a women's group, mum and toddler's group, men's group, a gardening group and an employment programme. It is supported by over 100 volunteers including counsellors, lawyers, qualified ESOL teachers and former clients.

The Application

BRS wants to expand its successful ESOL programme to deliver 14 classes a week to 216 clients a year. To achieve this, it wants to take on a dedicated ESOL Coordinator and administrator and hire additional space for classes. It is applying to you for part of these costs and on-costs of its ESOL programme.

The Recommendation

BRS is an impressive organisation which delivers far beyond its small size due to its committed volunteer base and dedicated staff. It is well networked locally and has shared its experiences internationally to spread good practice. Its ESOL work is at the heart of its work as the organisation believes the ability to communicate is critical to wider mental wellbeing and integration. Currently the Development Manager coordinates the ESOL classes and volunteers, but it is clear that the level of demand, combined with new responsibilities as a training centre, mean that a dedicated resource is needed. The cost of exams has been excluded from the recommendation as this forms part of the organisation's wider Skills for Life work which is funded separately.

Your ESOL strand of work has tended to award small grants to relatively small organisations with a higher than average rejection rate. At the same time many organisations report an increase in demand for ESOL. In this context it is particularly heartening to see a relatively stable organisation in a position to expand and improve its ESOL provision.

£142,940 over three years (£46,360; £47,550; £49,030) towards the salary costs of the ESOL Coordinator (14hpw), ESOL Administrator (7hpw), sessional ESOL teachers and running costs of a programme of ESOL classes in Barnet.

Funding History

Meeting Date	Decision
18/07/2012	£93,000 over 3 years (£30,000; £31,000; £32,000) towards the salary and associated running costs of a part time (21 hours) Volunteer Coordinator.

Background and detail of proposal

BRS started delivering ESOL classes in 2007 with 2 classes. Currently 129 people attend 11 courses but there is a large waiting list and the organisation want to expand the programme. If successful BRS will deliver 14 ESOL classes a week during school term times, from pre-entry to level 3. Each class is 1.5 hours and is run by a qualified teacher with support from assistants. Currently all teachers are volunteers, but to manage the planned increase in numbers the organisation has budgeted for 6 classes to be taught by paid sessional ESOL tutors. In response to demand the organisation also runs classes for specific groups including a men's group, women's group and unaccompanied minors group. Lessons are practical and based on the everyday life experiences clients need to navigate. ESOL is at the heart of the organisation's work and alongside the standalone classes, forms part of other services such as the mum and toddlers group.

BRS has recently been accredited as a Trinity College ESOL Skills for Life training centre. Exam results to date have been 100% pass rate which is a credit to the organisation's teaching. BRS's wider Skills for Life ESOL programme will be funded separately.

Financial Information

The cost of raising funds were largely included in the Director's salary in 2017/18 and not separately specified. They will discuss representation of this figure with their accountant before their next independent examination.

Year end as at 31 March	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	245,374	302,137	356,058
- % of income confirmed as at 01.08.18	n/a	%	94%
Expenditure	(240,520)	(300,124)	(353,377)
Total surplus/(deficit)	4,854	2,013	2,681
Split between:			
- Restricted surplus/(deficit)	5,591	2,013	0
- Unrestricted surplus/(deficit)	(737)	0	2,681
	4,854	2,013	2,681
Cost of Raising Funds	500	not yet calculated	not yet calculated
- % of income	0.2%	n/a	n/a
Total operating expenditure	240,520	300,124	353,377
Free unrestricted reserves:			
Free unrestricted reserves held at year end	51,886	51,886	54,567
No of months of operating expenditure	2.6	2.1	1.9
Reserves policy target	60,130	75,031	88,344
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(8,244)	(23,145)	(33,777)

MEETING 07/09/2018

Ref: 14694

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Beat

Adv: Geraldine Page

Base: Camden

Amount requested: £254,676

Benefit: London-wide

Amount recommended: £254,600

The Applicant

The Eating Disorders Association was formed in 1989 as the result of a merger of two local charities: Anorexic Aid and Anorexic Family Aid. It has grown and developed over time to become Beat, the UK's leading charity supporting people affected by eating disorders and campaigning on their behalf. In recent years it has tripled the number of people it helps and has set an ambitious target to serve 100,000 people a year by 2021. In 2018-19, together with its beneficiaries, it will be reshaping its five-year strategy around three key priorities:

- Early intervention – so all sufferers receive good quality treatment as quickly as possible
- Family empowerment – so families can effectively support their loved one into, through and after treatment, towards a sustained recovery
- Prevention and cure – growing understanding so that prevention and better cures move closer

Beat provides information and support through Helplines which people can call, text or email; a UK-wide network of self help and support groups; online support including information, message boards and online support groups; and Helpfinder, an online directory of support services.

The Application

The project aims to improve young Londoners' mental health by supporting them into specialist eating disorder treatment in the shortest possible timeframe which is when evidence shows it is the most effective. Beat is requesting funding for a number of strands of activity which together form its 'London Strategy'.

- i. Provide training and ongoing professional telephone support to 540 key professionals across London's 498 secondary schools. This will enable them to spot the early signs of an eating disorder and to support young people and their families to seek and get help as soon as possible after they fall ill.
- ii. Alongside the training, Beat will contact all 1,900 London GPs so they can expect more patients to present with eating disorders, know how best to support them in line with the NICE best practice guidance, and have posters and leaflets to display for young patients and families.
- iii. Recruit 8-10 London based Ambassadors each year to maintain the cohort of 25 Ambassadors (already in place), who have either recovered from an eating disorder or supported or cared for someone. They will support the training by speaking during sessions as well as spreading the message of hope and recovery to young people through their local boroughs.
- iv. Deliver a London-wide promotion campaign to highlight the early signs of eating disorders, the importance of prompt treatment, and where to get help. This will involve placing news stories and Ambassador case studies in local media, as well as the distribution of online and printed information.

The Recommendation

Beat is a renowned leader, both nationally and internationally, in the field of eating disorders. Its use of IT and new technologies to communicate with young people and their families is impressive. Their web site had 919,831 visits in 2017/18 and 17,082 people were supported by phone, email, message boards, social media, one-to-one webchat and online support groups. Each element of the project has been piloted elsewhere and the learnings brought together to inform the 'London Strategy'. This is a considerable level of grant request, but it is a significant opportunity to make a real impact across London, on a growing issue and with Beat the charity leader in this area. It fits very well with your programme outcome - more children and young people receiving specialist help, resulting in improved mental health - therefore a grant as requested is recommended:

£254,600 over 3 years (£77,200, £85,000, £92,400) for the London Strategy to support young Londoners affected by eating disorders to begin specialist treatment as early as possible and so achieve a rapid and sustained recovery.

Funding History

Meeting Date	Decision
20/10/2011	£111,700 over three years (£38,000; £36,500; £37,200) towards a programme providing targeted support for Londoners who have an eating disorder.

Background and detail of proposal

Eating disorders include anorexia, bulimia and binge eating disorder. They are serious mental illnesses, which often first occur during adolescence. Symptoms are first recognised under the age of 16 in 62% of cases and around 1.25 million people in the UK suffer from an eating disorder at any one time - and this number increases to at least 5m when family and friends are included. The number of sufferers in London is thought to be between 160,000 and 200,000 people. As the UK's most populous city, and with a higher than average student population, London has the largest group of affected young people. These illnesses seriously disrupt education, employment and relationships, they can destroy someone's future opportunities if they are not recognised and dealt with early. Eating disorders cause both physical and psychological problems and are highly stigmatised. The multifaceted impacts include damage to organ systems, infertility, osteoporosis, type 2 diabetes and difficulty in maintaining relationships. There is also a high risk of suicide. Anorexia has the highest mortality rate of any mental illness, without treatment an estimated 20% of people with Anorexia will die from complications related to it. There is also an enormous impact on family and friends as well as the person affected. Whole families are shaken – with mental illness caused by stress, and divorce both common. We know that the sooner someone seeks and can access treatment, the more likely they are to make a full and sustained recovery, with resulting savings to the public purse. But rapid treatment is difficult, sufferers typically wait for a year or more after recognising their symptoms before seeking help. Sufferers are often turned away, and those that are referred for treatment commonly sit on a waiting list for several months, and sometimes years. The result is that most people experience a cycle of waiting, treatment, partial recovery and relapse. This cycle lasts for six years on average, with many people never fully recovering. GPs are commonly untrained in identifying eating disorders meaning that around half fail to refer.

Unmet need for specialist treatment is a key concern to Beat and all those who work in the field of eating disorders. The proposed schools training and advice to GPs

would aim to close this gap for young people by improving early detection and referral to specialist treatment. Schools and educators can play a significant role in the early identification of eating disorders in children and adolescents as signs and symptoms may be especially apparent in the school environment. Research has highlighted the importance of information and advice being accessible to GPs about identification, safe management and referral of patients with eating disorders.

With mental health inequalities being particularly prevalent in London, this project will increase the number of young people accessing help and support at an earlier stage of their eating disorder. This in turn can reduce the need for costly and in-depth, potentially intrusive treatment. Beat has an existing network of trainers, volunteers and ambassadors which provides a foundation to begin work immediately and upon which it can expand quickly to deliver across London. Its 365 day a year telephone and digital helpline service and comprehensive directory of eating disorder services mean Beat are well placed to support and guide people who respond to this project. The project therefore has the potential to make a real difference to the mental health and quicker access to specialist treatment for young Londoners who are suffering from one of the most traumatic of conditions.

Financial Information

Beat is funded by a good balance of statutory and charitable sources, supplemented by donations and sponsored events. Beat received legacy income of £3.63 million over the two financial years to March 2015, and is investing these funds in its services, campaigns and fundraising so that it can meet the future needs of the increasing number of people with eating disorders. This also accounts for the higher than usual cost of raising funds. As a result, its expenditure will exceed income until 2018-19, in order to reduce the level of free reserves in line with its current policy.

Year end as at 31 March	2017	2018	2019
	Audited Accounts £	Draft £	Budget £
Income & expenditure:			
Income	1,409,131	1,531,377	2,182,467
- % of Income confirmed as at 11/7/18	n/a	100.00%	22%
Expenditure	(1,958,575)	(2,266,480)	(2,652,297)
Total surplus/(deficit)	(549,444)	(735,103)	(469,830)
Split between:			
- Restricted surplus/(deficit)	(401,835)	(241,313)	(172,184)
- Unrestricted surplus/(deficit)	(147,609)	(493,790)	(297,646)
	(549,444)	(735,103)	(469,830)
Cost of Raising Funds	412,086	478,187	463,277
- % of income	29.2%	31.2%	21.2%
Operating expenditure (unrestricted funds)	1,280,662	1,409,674	2,288,076
Free unrestricted reserves:			
Free unrestricted reserves held at year end	1,863,580	1,369,790	1,072,144
No of months of operating expenditure	17.5	11.7	5.6
Reserves policy target	900,000	900,000	900,000
No of months of operating expenditure	8.4	7.7	4.7
Free reserves over/(under) target	963,580	469,790	172,144

MEETING: 07/09/2018

Ref: 14727

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Passage 2000

Adv: Gilly Green
Base: Westminster
Benefit: Westminster & neighbouring boroughs

Amount requested: £120,000

Amount recommended: £120,000

The Applicant

Passage 2000 is a registered charity and company limited by guarantee and is based in Victoria, close to the mainline station. It aims to help long term rough sleepers to transform their lives through providing a range of health, housing and welfare services. It runs a large resource centre which is used by up to 200 people a day, as well as providing outreach services to those on the street. The Passage works with over 4000 people each year.

The Application

66% of the people who use the Passage's services have identified levels of poor mental health ranging from complex needs such as psychosis and schizophrenia to low level depression and anxiety. Many cannot access mainstream services so their symptoms go unreported and untreated. The Passage has a specialist health team which includes two mental health workers and a dual diagnosis specialist who undertake initial assessments and work with individuals to produce a personalised action plan. This may involve one to one sessions, therapeutic group work and referrals to statutory mental health services. Due to unprecedented increases in the numbers of people presenting high levels of need, the organisation appointed an additional specialist mental health worker and is now seeking funding of £40,000 per annum to cover this post for the next three years. The team helps people boost their confidence and self-esteem, develop strategies for coping, offload frustrations and manage anger more effectively, and for those with severe and enduring mental illness it can ensure faster access to intensive statutory support if needed.

The Recommendation

The Passage has a well-earned reputation of working positively with some of the most marginalised long term rough sleepers in London. It also has a demonstrable track record in providing effective mental health support through a range of therapeutic services. It has been engaged with mental health work for over 20 years and has developed strong connections with other services for onward referral. The project meets your outcomes for Improving Londoner's Mental Health by ensuring that more homeless and transient people have access to mental health services, as well as increasing the take up of services from the most marginalised communities including refugees, ex-offenders and people from BME backgrounds. Funding is recommended as follows:

£120,000 over three years (3 x £40,000) to meet the salary, on costs and a contribution to management charges of a f/t specialist mental health worker.

Funding History

Meeting Date	Decision
22/09/2016	Stepping Stones application declined as the proposed work did not appear to require any social investment in its future development.

17/11/2011

£120,000 over three years (3 x £40,000) for the salary and associated overheads of a full-time Mental Health Worker.

Background and detail of proposal

The number of people sleeping rough on the streets has risen consecutively over the last seven years, and homeless people's needs have become increasingly complex. During 2017/18 there were over 33,000 visits by 2,445 individuals to the Passage - a 15% increase in new clients. Homelessness and mental health often go hand in hand and without adequate support it can be hard to recover. A significant proportion of Centre users have mental health and substance misuse issues, which often go undiagnosed and untreated. Through a range of creative approaches by specialist workers, the mental health team build therapeutic relationships with service users to help them address their needs and move forward with their lives. The team also works closely with the Joint Homeless Team to ensure access to statutory in-patient services where needed. The need for additional staff has become critical with the rise in numbers of people presenting with increasingly complex problems.

Financial Information

The deficit in unrestricted expenditure in 2016/17 was due to spending designated funds carried forward. Four years ago, The Passage had a statutory funding base of 50%. This is predicted to drop to 20% by 2020 (although 2018 has seen an unexpected rise due to targeted government initiatives), and all statutory funding to its core resource centre will cease, hence the charity building its free reserves to compensate for reduced income from these sources and why its current level of free reserves exceeds its relatively modest policy target of 3 months' operating expenditure. The organisation has a high profile and the fundraising team has a good track record. In addition to the free reserves held currently there is also £2m set aside for further capital development to increase the number of self-contained flats for long term rough sleepers.

Year end as at 31st March	2017 Audited Accounts £	2018 Draft £	2019 Budget £
Income & expenditure:			
Income	4,254,654	5,410,834	5,236,499
- % of Income confirmed as at 1/8/18	n/a	100%	67%
Expenditure	(5,109,089)	(5,144,405)	(5,355,489)
Total surplus/(deficit)	(854,435)	266,429	(118,990)
Split between:			
- Restricted surplus/(deficit)	(574,587)	(220,743)	(220,000)
- Unrestricted surplus/(deficit)	(279,848)	487,172	101,010
	(854,435)	266,429	(118,990)
Cost of Raising Funds	286,679	344,376	237,565
- % of Income	6.7%	6.4%	4.5%
Operating expenditure (unrestricted funds)	2,813,399	2,909,668	2,987,782
Free unrestricted reserves:			
Free unrestricted reserves held at year end	1,556,625	2,043,797	2,144,807
No of months of operating expenditure	6.6	8.4	8.6
Reserves policy target	703,349	727,417	746,945
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	853,276	1,316,380	1,397,862

MEETING: 07/09/2018

Ref: 14655

ASSESSMENT CATEGORY - Making London More Inclusive

Bishop Creighton House

Adv: Sandra Davidson

Amount requested: £106,500

Base: Hammersmith & Fulham

Benefit: Hammersmith & Fulham

Amount recommended: £106,500

The Applicant

Bishop Creighton House Settlement (BCH), a charity, operates a vibrant community centre in Fulham. Founded in 1908 in memory of Dr. Mandell Creighton, (Bishop of London 1897 -1901, buried in St Paul's Cathedral), BCH has been meeting the needs the community in west London for over 100 years. With a focus on older residents, services include a care and repair project, home safety and security checks, a befriending scheme, and keep active project (previously funded by the Trust) helping older people to keep mobile, particularly after a fall or illness. This project has been extremely successful and, as a result, is available in a further two neighbouring boroughs. In addition, BCH runs a mentoring plus project for people with learning disabilities, provides accommodation for local small charities and offers a range of rooms for community hire.

The Application

BCH has been actively supporting people with learning disabilities for over 15 years with its Mentoring Plus activity. This application seeks to build on the success of the project, reflect changing needs in the community and address gaps in services. BCH propose to change the name of the project to "Learning Disability Outreach" and focus on reaching into the community to foster greater inclusion between people with and without disabilities. The project will provide advocacy and casework support, a mentoring service, a literacy and wellbeing programme and a range of social activities. It will support 300+ beneficiaries and their families over three years.

The Recommendation

BCH has been working with people with learning disabilities for many years and is well regarded in the local community. The project will support vulnerable people aged 16-30+ to live independently, explore their creativity and encourage active participation in their community. Funding is recommended as follows:

£106,500 over three years (£35,000; £35,500; £36,000) for the F/T salary of a Learning Disability Outreach Coordinator.

Funding History

Meeting Date	Decision
26/11/2015	An unrestricted grant of £20,000 as part of City Bridge Trust's 20th anniversary activities.
31/10/2012	£122,500 over three years (£40,250; £40,750; £41,500) for a f/time Volunteer Co-ordinator and other costs of the Keep Active project.

Background and detail of proposal

National prevalence figures indicate 3,183 people in the borough living with a learning disability, of which this organisation estimates working with 10% (318).

Research demonstrates that people with a learning disability have higher health needs and are more likely to die at an earlier age. They have fewer life chances and are frequently lonely and isolated within the community. This programme has been developed to improve the quality of life for beneficiaries providing one-one mentoring, literacy skills, and participation in the arts working with the Bush Theatre and the Lyric Hammersmith. The project is currently being run by the Mentoring Plus Co-Ordinator and the plan is for this postholder to continue in this role to promote and develop the Learning Disability Outreach programme. The new project has been designed following consultation with service users and local Disabled People's Organisations (DPO's). Volunteer mentors will be recruited and matched with individuals to support and encourage opportunities to socialise and participate in a range of activities. The charity works collaboratively with Action on Disability, H & F Mencap and Learning Disability Services. The programme aims to develop a choir to develop the artistic talents of people with learning disabilities and encourage integration with a shared sense of belonging in the local community. In addition, participants will be encouraged to take part in 'gentle sports' through a wellbeing programme that encourages psychological and emotional health. The postholder is responsible for providing line management and support to a team of staff, ensuring best practice in user involvement, and developing volunteer recruitment.

Financial Information

Designated funds for 2016/17 were £370,000 of which £154,500 were designated as a 'property redevelopment fund' to pay architects/developers and associated costs for the redevelopment and refurbishment of the BCH community centre and office space. The level of free unrestricted reserves is based on total operating expenditure in the table below as most of BCH's activities are restricted. BCH are implementing a business plan to refurbish the premises to increase rental income by 2020 this planned increase in income will mean the charity will be moving towards a more balanced budget from 2020 onwards.

Year end as at 31 March	2017 Audited Accounts £	2018 Draft £	2019 Budget £
Income & expenditure:			
Income	850,037	867,233	828,532
- % of income confirmed as at 31/7/18	n/a	100.00%	78%
Expenditure	(805,562)	(884,107)	(852,790)
Total surplus/(deficit)	44,475	(16,874)	(24,258)
Split between:			
- Restricted surplus/(deficit)	26,162	15,774	(2,620)
- Unrestricted surplus/(deficit)	18,313	(32,648)	(21,638)
	44,475	(16,874)	(24,258)
Cost of Raising Funds	12,218	13,428	14,499
- % of income	1.4%	1.5%	1.7%
Total operating expenditure	805,562	884,107	852,790
Free unrestricted reserves:			
Free unrestricted reserves held at year end	235,316	202,668	181,030
No of months of operating expenditure	3.5	2.8	2.5
Reserves policy target	201,391	221,027	213,198
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	33,926	(18,359)	(32,168)

MEETING: 07/09/2018

Ref: 14660

ASSESSMENT CATEGORY - Making London More Inclusive

Disablement Association Hillingdon (DASH)

Adv: Jemma Grieve Combes

Base: Hillingdon

Benefit: Hillingdon

Amount requested: £119,600

Amount recommended: £119,600

The Applicant

Disablement Association Hillingdon (DASH) is a user-led local disability charity that was established in 1984. It offers a number of services, including: advice, advocacy and information, personal budgets support, employability training and a programme of sports and leisure activities. It is a member of H4All, a formal partnership of local organisations that work together to develop services to improve the health and wellbeing of Hillingdon residents. (An application from H4All for a Cornerstone Fund development grant was approved recently.) The organisation is seeing increasing demand, especially for its advice work, which it expects to increase when Universal Credit is rolled out in Hillingdon in the Autumn.

The Application

DASH is applying for funds for a Transitions Officer to support 250 young people aged 16 to 25 a year, through a programme of advice, advocacy, support and independent living training.

The Recommendation

This a strong application that demonstrates a clear need both from current service users and potential service users. Under your last grant to the organisation, users attending activities rose from 50 to 190 a week, many of whom are young people who would benefit from transitions support. By funding a dedicated Transitions Officer the organisation would be able to provide a coordinated and considered response to their needs, and seek out new service users that are not currently benefiting from support. Hillingdon is a target borough for the Trust, receiving less funding than expected given levels of deprivation. The organisation has good links with other local voluntary organisation, schools and other establishments including GP practices and mosques. A grant awarded would have benefits for both residents and organisations across the Borough.

£119,600 over 3 years (£39,200; £38,700, £41,700) towards the costs of a full time Transitions Officer and running costs of a programme of work to support disabled young people In Hillingdon in the transition to adulthood.

Funding History

Meeting Date	Decision
15/05/2014	£90,000 over 3 years towards the salary costs of the full-time Activity Manager and associated project costs of the Activity Programme.
25/11/2008	£122,000 over 3 years towards the full-time salary and associated running costs of a Transitions Officer.

Background and detail of proposal

The project would deliver 2 core elements to help disabled young people in the transition to adulthood.

1. **Advice, advocacy and support:** This would include a mix of 121 advice and support sessions including benefit 'health checks', attendance at medical assessments and attendance at tribunals. The organisation is experienced in advice provision and holds the Advice Quality Standard. They anticipate that the programme of advice may differ from their generic advice work due to a focus on employment and benefits. In particular, DASH is seeing young people turning down work placements and employment opportunities due to parents who are concerned about the affect on their child's benefits. DASH believes that by dispelling myths and explaining how benefits will be impacted they could help 20-30 young people a year in this situation.
2. **Independent living skills:** the need for this has emerged from the organisation's activity programme, but to date they have not been able to address it. Topics would be shaped by young people but might include travel training, attendance at medical appointments (e.g. opticians and dentists), personal care and sexual health. Delivery would involve a mix of group sessions with visiting experts and practical support e.g. accompanying a young person to the opticians.

To shape the work DASH will establish a user group which will meet three times a year. They plan to establish a semi-formal application process to enable young people to use this as an opportunity to develop their skills.

Financial Information

The organisation's income is relatively steady, with a drop in 2017/18 onwards due to changes in their direct payments contract from the local authority. The cost of raising funds is included in the Chief Officer's and Deputy Chief's salaries and not separately specified. The organisation will take advice on how they represent this in the future.

Year end as at 31 March	2017 Audited Accounts £	2018 Draft £	2019 Budget £
Income & expenditure:			
Income	482 971	468 049	364 000
- % of Income confirmed as at 01/08/18	n/a	n/a	89%
Expenditure	(449 723)	(450 477)	(357 500)
Total surplus/(deficit)	33,248	17,572	6,500
Split between:			
- Restricted surplus/(deficit)	35 266	9 730	6 500
- Unrestricted surplus/(deficit)	(2 018)	7 842	0
	33,248	17,572	6,500
Cost of Raising Funds	not calculated	not calculated	not calculated
- % of income	n/a	n/a	n/a
Total operating expenditure	449 723	450 477	357 500
Free unrestricted reserves:			
Free unrestricted reserves held at year end	103 605	111 447	111 447
No of months of operating expenditure	2.8	3.0	3.7
Reserves policy target	112 431	112 619	89 375
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(8,826)	(1,172)	22,072

MEETING: 07/09/2018

Ref: 14600

ASSESSMENT CATEGORY - Making London More Inclusive

icandance

Adv: Sandra Davidson

Amount requested: £51,302

Base: Camden

(Revised request: £53,718)

Benefit: Camden

Amount recommended: £53,700

The Applicant

Founded by Juliet Diener (Dance Movement Psychotherapist, Ballet and Special Needs Teacher) icandance's vision is to make dance accessible for all. Children and young people aged 4 to 25 years old with complex, profound and multiple disabilities take part in weekly dance and performance opportunities. A registered charity, its classes take place on Saturday mornings and Wednesday evenings across two sites and during the day at SEN schools in Camden, Barnet and Lambeth. Each year dancers work towards an annual performance for family and friends in a North London theatre. Over 70 children and young people with disabilities participate on a regular basis. Icandance provides each child with a specialist support worker and guarantees that no child is 'left behind' and all are included at their own pace. Children and young people with disabilities are nurtured and grow in confidence within a creative, supportive environment.

The Application

This application seeks funding to meet the costs of six sessional specialist support workers to engage with users on a 1:1 or 2:1 basis. Many of the children and young people are non-verbal and the organisation uses alternative methods of communication such as Picture Exchange Communication (PECS), Makaton, and ipads to create relationships which enhance learning, develop creativity and a sense of wellbeing. Classes have become increasingly popular and the desire is to build long-term sustainability by consolidation of funding to continue high quality of weekly activities for children and young people with disabilities.

The Recommendation

icandance actively builds partnership in the wider community including the local authority, Camden Dance Development group, the Jewish Museum, the Southbank Centre and The BalletBoyz. Following the assessment meeting with icandance it became clear that the original budget provided did not include the correct hourly pay rate for staff. The updated budget can be viewed at Appendix A to the application form. Funding to reflect the revised request is recommended as follows:

£53,700 over three years (£17,000; £17,900; £18,800) to meet the costs of six sessional support workers fees.

Funding History

Meeting Date	Decision
31/01/2018	Application withdrawn in order to revisit for the organisation to submit a revised proposal.
17/03/2011	£16,200 over three years (£4,200; £6,000; £6,000) towards the costs of developing and expanding weekly dance opportunities for disabled young people, subject to receipt of a satisfactory budget for 2011/12.

Background and detail of proposal

All icandance's users are children and young people with physical and/or learning disabilities. The organisation considers its approach to be unique, integrating specialised educational methods, developmental movement, expressive dance, therapeutic interventions and ballet techniques to create a safe inclusive space for young people that are often excluded or isolated because of their needs. Dance sessions allow each child to have fun, increase physical strength and improve their health alongside peers in a safe space. Young people develop friendships and social skills in a non-threatening environment supported by experienced staff. Icandance values volunteers who work directly with dancers and experienced staff to gain new skills as part of a supportive diverse team. Classes cost £12.50 per child but the real cost is closer to £65 due to bespoke client support and high staffing ratios. Approximately 10% of participants use their personal budgets for the activities.

Financial Information

The cost of raising funds in 2018/19 increased following the appointment of a fundraiser. The organisation is committed to raising sufficient funds to build firm financial foundations to continue current services and to offer additional activities such as a young ambassadors programme for gifted dancers. There are several applications in the pipeline to other Trust's and Foundations.

Year end as at 31st July	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	147,244	152,860	171,000
- % of Income confirmed as at 26/7/18	n/a	99%	22%
Expenditure	(140,895)	(156,493)	(171,000)
Total surplus/(deficit)	6,349	(3,633)	0
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	6,349	(3,633)	0
	6,349	(3,633)	0
Cost of Raising Funds	607	2,229	19,500
- % of Income	0.4%	1.5%	11.4%
Operating expenditure (unrestricted funds)	86,163	111,580	130,912
Free unrestricted reserves:			
Free unrestricted reserves held at year end	52,636	49,003	49,003
No of months of operating expenditure	7.3	5.3	4.5
Reserves policy target	21,541	27,895	32,728
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	31,095	21,108	16,275

MEETING: 07/09/2018

Ref: 14681

ASSESSMENT CATEGORY - Making London More Inclusive

MENCAP Bromley

Adv: Kate Moralee

Base: Bromley

Benefit: Bromley

Amount requested: £101,212

(Revised request: £140,727)

Amount recommended: £141,000

The Applicant

Bromley Mencap (BM) is a user led independent charity working with and on behalf of disabled people. It was set up in 1951, campaigns at a local level and provides numerous services and activities including advocacy, brokerage, support planning, a telephone helpline, welfare benefits support, social and healthcare sessions, carers respite, training and employment schemes, Independent living training, day opportunities and Job Clubs, serving approximately 11,050 disabled people in its lifetime. Its mission is to promote the well-being and development of disabled people of all ages in all areas of their lives and to support their families in partnership with all relevant stakeholders.

The Application

The Trust is asked to support a contribution to the costs of three part time specialist Job Trainers to deliver training, work experience and volunteering opportunities for young disabled people. The project will deliver training in horticulture, catering and bike recycling across three social enterprises, located in a recently renovated derelict building on the edge of a local community park. Trainees will have the opportunity to gain qualifications to enhance their independence and life chances. Your officer has recommended an increased grant to cover the full cost of the project as Bromley Mencap have a history of contributing their own resources to all restricted funded projects, not applying a full cost recovery model.

The Recommendation

Bromley Mencap is well placed to deliver this service having over 60 years' experience in the field. This project sits well within their current portfolio of services which include a supported internship partnership with Bromley College where 15 internees are supported into employment and another 8 different training and employment programmes. This project has been informed by research into social enterprise funded by Santander and delivered by Goldsmiths University considering other business models across the country. The research recommended the development of social enterprises with several employment and community themes. Following the renovation of the building a pilot service to test the market was delivered from Oct 2017 to March 2018. This has informed the development of this project adopting a person-centred approach by trainers to meet individual needs of trainees. This project fits well with your Making London More Inclusive priority and funding, at a level to include full cost recovery, is recommended as follows:

£141,000 over three years (£45,700 £47,000 £48,300) contributing to the salaries of three part time Trainers and associated costs to deliver training, work experience and volunteering opportunities for young disabled people in Bromley.

Funding History

Meeting Date	Decision
18/03/2016	Stepping Stones proposal declined as it did not demonstrate how it could generate enough earned income to repay any potential loan.
08/10/2009	£60,000 over three years (3 x £20,000) towards running costs of a supported employment project for people with autism.

Background and detail of proposal

Disabled people are twice as likely to be unemployed than their non-disabled counterparts and find difficulties securing and maintaining employment. They have also been disproportionately affected by changes to welfare benefits and eligibility criteria. This makes for a very challenging and potentially depressing environment for young disabled people. The London Borough of Bromley's Joint Needs Assessment 2016 underlined the need for greater support for vulnerable people. Of the approximately 3,000 disabled people living in Bromley (2011 ONS Census data) less than half are in employment. Those facing the biggest barriers to employment are those with learning disabilities, autism, physical disabilities and mental health issues.

BM has a track record of delivering specialist training and employment schemes which have resulted in the development of work skills and confidence needed to gain employment. This project supports the training and employment needs of 27 young disabled people per year providing early intervention and investment in their long - term future and life chances. Trainees from this project will be referred to BM's JobMatch service which supports disabled people to seek, secure and retain employment with local businesses. The support also includes welfare benefits advice providing the opportunity to maximise income.

BM will work closely with a wide range of partner organisations, accessing funding from Department of Work and Pensions to support people in employment, with the aim of supporting trainees into mainstream employment. In addition, BM offers disability training awareness to employers, to identify any issues and barriers experienced by disabled people, to increase the likelihood that employment is maintained.

Financial Information

Bromley Mencap has a reserves policy of retaining six months income from the main provider of restricted income plus one year's governance, fundraising and support costs. In 2016/17 the main provider of restricted funds was London Borough of Bromley however in 2017/18 LBB and CCG joined forces to commission services and contracted with Bromley Third Sector Enterprise (BTSE) (of which BM is one of five member organisations). BM is subcontracted to deliver a number of services by BTSE which is now the main provider of restricted income.

Although a deficit is predicted for the 2018/19 year currently the aim is to secure further income deliver an unrestricted break-even.

Year end as at 31 March	2017	2018	2019
	Audited Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	1,000,333	1,136,037	1,101,900
- % of Income confirmed as at 13/7/18	n/a	100.00%	78%
Expenditure	(927,182)	(1,123,548)	(1,154,500)
Total surplus/(deficit)	73,151	12,489	(52,600)
Split between:			
- Restricted surplus/(deficit)	(36,142)	(17,440)	(33,000)
- Unrestricted surplus/(deficit)	109,293	29,929	(19,600)
	73,151	12,489	(52,600)
Cost of Raising Funds	27,984	30,445	27,700
- % of Income	2.8%	2.7%	2.5%
Operating expenditure (unrestricted funds)	228,266	434,575	339,500
Free unrestricted reserves:			
Free unrestricted reserves held at year end	313,184	343,113	323,513
No of months of operating expenditure	16.5	9.5	11.4
Reserves policy target	271,018	346,018	346,018
No of months of reserves policy	14.2	9.6	12.2
Free reserves over/(under) target	42,166	(2,905)	(22,505)

MEETING: 07/09/2018

Ref: 14685

ASSESSMENT CATEGORY - Making London More Inclusive

RAGGED SCHOOL MUSEUM TRUST

Adv: Gilly Green

Base: Tower Hamlets

Benefit: London-wide

Amount requested: £100,000

Amount recommended: £100,000

The Applicant

The Ragged School Museum Trust (RSM) presents the story of Dr Barnardo's pioneering work in East London within the three warehouses that he converted to be one of the largest ragged schools in the UK. Today, as a registered charity and company limited by guarantee its principle activities include a permanent display of the history of the buildings and their use as a school, an education programme for primary school children and free drop in holiday activities for local children and families.

The Application

The Ragged Schools buildings were originally built as warehouses to serve the Regent's canal but since 1990 have operated as a museum with a significant school education programme. Only two of the three buildings are in good enough repair to be used. Following an arts council funded feasibility study in August 2016, RSM submitted a successful Round 1 application in December 2016 to the Heritage Lottery Fund (HLF) for a major redevelopment project to bring all three of the buildings into use and ensure full disabled access. The HLF stage 1 grant has been used to develop a comprehensive business plan, architect's drawings and an independent access audit. With increased visitor numbers and two new earned income streams, the development plans show the future of the museum as a self-sustaining entity can be secured. The budget for the access work is £410,960 and includes the installation of a lift, accessible entrances and toilets and better signage. The application is for a contribution towards the costs of the lift installation.

The Recommendation

The RSM is a unique historical resource and delivers a significant educational programme for school children enabling them to step into the shoes of ragged Victorian children. Without considerable development, this important resource is likely to be lost. The outcome of the £4.3 bid to the Heritage Lottery Fund (with a required £900,000 match funding requirement) will be known in December 2018 and if successful will secure its future. This project meets your programme outcomes for Making London More Inclusive as it will mean that the newly redeveloped resource will be fully accessible and open to a wider population. Funding is recommended as follows:

£100,000 towards the costs of installing a lift in the refurbished site to ensure full disabled access subject to a successful bid to the Heritage Lottery Fund. The grant is conditional on the organisation appointing a Treasurer within 6 months of the award.

Funding History

None

Background and detail of proposal

The RSM offers visitors and school groups the chance to learn about the social history of Victorian education in the East End. Each year it welcomes over 25,000 visitors, including 15,000 school children and 4,000 participants in free family holiday activities. It has struggled to raise core income and Trustees have now recognised that without major redevelopment, the future of the Museum is threatened. The plans offer great potential for transforming the space and overall this investment will deliver increased visitor numbers and reach (including for disabled people), as well as bringing vibrant new uses into currently disused spaces and importantly securing the Museum's financial independence.

Financial Information

RSM is currently in a weak financial position which is why the refurbishment project is so important. It has limited core funding and is predicting a small deficit for the financial year recently ended. Further, its fundraising projections in 18/19 may be over ambitious so the position might not improve significantly. Whilst the figures shown predict a delicate position they do not include the full cost recovery element of the HLF bid if it is successful. Trustees are fully aware of the position and accept that reserves may be run down almost completely during this transition period. More positively, the business plan which appears robust and detailed, projects returning healthy annual surpluses from 2021. If approved, your funding would be conditional on a successful HLF bid and only released once building works had started. The overall budget for the work is £5.2m, £4.3m of which will be requested from the HLF. £200,000 of the £900,000 match funding requirement has already been secured and applications are pending for the balance. The total cost of the access works is £410,000 with the balance to raise included in the bid to HLF.

Year end as at 31 March	2017 Examined Accounts £	2018 Draft £	2019 Budget £
Income & expenditure:			
Income	151,227	311,297	157,885
- % of Income confirmed as at Aug 2018	n/a	100%	37%
Expenditure	(154,918)	(315,503)	(142,159)
Total surplus/(deficit)	(3,691)	(4,206)	15,726
Split between:			
- Restricted surplus/(deficit)	0	4,225	0
- Unrestricted surplus/(deficit)	(3,691)	(8,431)	15,726
	(3,691)	(4,206)	15,726
Cost of Raising Funds	1,478	1,549	1,600
- % of Income	1.0%	0.5%	1.0%
Operating expenditure (unrestricted funds)	97,046	89,479	133,159
Free unrestricted reserves:			
Free unrestricted reserves held at year end	18,303	12,588	28,314
No of months of operating expenditure	2.3	1.7	2.6
Reserves policy target	24,261	22,369	33,289
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(5,958)	(9,781)	(4,975)

MEETING 07/09/2018

Ref: 14689

ASSESSMENT CATEGORY - Older Londoners

Age UK Hillingdon, Harrow and Brent

Adv: Jemma Grieve Combes

Base: Hillingdon

Amount requested: £114,777

Benefit: Hillingdon

Amount recommended: £114,780

The Applicant

Age UK Hillingdon, Harrow and Brent (Age UK HHB) is a charitable company with its headquarters in Hillingdon. Formerly Age UK Hillingdon, the organisation merged with its smaller partners in Harrow and Brent in June 2018 subsequent to the submission of this application. The core services remain in Hillingdon and include advice, welfare checks, hospital discharge services, falls prevention, a befriending service and an activities programme. There are some services running in Brent and Harrow and the aim is to expand the offer over time. Age UK HHB is one of London's larger Age UKs and a significant organisation in Hillingdon. It is the lead partner of H4All, a formal partnership of local organisations that work together to develop services to improve the health and wellbeing of Hillingdon residents. (H4All has had a Cornerstone Fund development grant approved recently.)

The Application

Age UK HHB is applying for funds for a Trainer and on costs to deliver a programme of Cognitive Stimulation Therapy and Maintenance Cognitive Stimulation Therapy to people with a recent diagnosis of mild to moderate dementia, and their carers, in Hillingdon.

The Recommendation

Hillingdon has a higher than average proportion of older people and there is currently no structured support for those with mild to moderate dementia. A grant would help fill a gap in services and enable you to have a significant impact in a target Borough for spending. The organisation hopes that the outcomes of the programme will enable them to make the case to the local CCG to invest in these services in future, an approach it has successfully used in the past.

£114,780 over 3 years (£39,290; £37,370; £38,120) towards the salary of a Trainer (28 hrs/week) and on-costs to deliver a programme of Cognitive Stimulation Therapy for people in Hillingdon with dementia and their carers.

Funding History

Meeting Date	Decision
30/06/2011	£95,000 over three years (£27,000; £34,000; £34,000) for the salary and activity costs of a f/t Healthy Lifestyles Coordinator.

Background and detail of proposal

Cognitive Stimulation Therapy (CST) is an evidence-based therapy for people with mild to moderate dementia used widely across the UK. It is a short course with each session focusing on a different theme such as childhood, food, music and news. CST courses are not currently available in Hillingdon but Age UK HHB's conversations with clients and partner organisations suggest there is high demand.

If successful, the organisation aims to deliver 10 8-week courses a year, with 2 45-minute sessions per week. 10 people (and their carers) will attend each programme.

To increase the impact of the programme and sustain the learning, Age UK HHB plans to provide additional training to carers in CST and Maintenance CST and will support the development of 6 peer-led support groups. They will also train 12 volunteers and 4 in-house staff to increase organisational capacity to deliver courses.

Financial Information

In 2016/17 the organisation ran a large deficit following several years of increased costs and decreased income. The new CEO took immediate and longer-term steps to address this including a restructure and cost-cutting across the organisation. The most recent draft accounts show a healthier position. The organisation has traditionally been heavily reliant on statutory and health funds. To increase resilience it aims to diversify its income, expanding its chargeable services and grant income. It hopes to take on a fundraiser in coming months.

In June 2018 Age UK Hillingdon merged with Age UK Harrow and Age UK Brent (both have been previously funded by the Trust. Age UK Brent's latest award was written back in full shortly before the merger). The financial information given in this application is solely for Age UK Hillingdon. The organisation is working on consolidating finances and aims to have a consolidated budget prepared in the Autumn. It does not anticipate this having any significant impact on its overall 2018/19 financial position.

Year end as at 31 March	2016/17 Audited Accounts £	2017/18 Draft £	2018/19 Budget £
Income & expenditure:			
Income	1,837,130	1,943,380	1,860,120
- % of Income confirmed as at 14/08/18	n/a	0%	98%
Expenditure	(2,210,718)	(1,960,171)	(1,850,710)
Total surplus/(deficit)	(373,588)	(16,791)	9,410
Split between:			
- Restricted surplus/(deficit)	(22,507)	0	1
- Unrestricted surplus/(deficit)	(350,901)	(16,791)	9,409
	(373,408)	(16,791)	9,410
Cost of Raising Funds	15,125	5,701	not yet calculated
- % of Income	0.8%	0.3%	n/a
Operating expenditure (unrestricted funds)	2,119,275	1,960,171	1,790,715
Free unrestricted reserves:			
Free unrestricted reserves held at year end	448,620	431,829	441,238
No of months of operating expenditure	2.5	2.6	3.0
Reserves policy target	536,138	440,485	440,485
No of months of operating expenditure	3.0	2.7	3.0
Free reserves over/(under) target	(87,518)	(8,656)	753

MEETING: 07/09/2018

Ref: 14710

ASSESSMENT CATEGORY - Older Londoners

Dementia Concern

Adv: Kate Moralee

Base: Ealing

Benefit: Ealing

Amount requested: £117,545

(Revised request: £81,899)

Amount recommended: £82,000

The Applicant

Dementia Concern (DC), a charity, has been providing information and support services for people living with dementia and their carers since 1982, with an aim of supporting them to live as independently as possible. Services provided include advocacy and advice including benefits advice, day centre services, call and care providing respite care for carers, a dementia café and carers information sessions.

The Application

Dementia Concern is requesting funding to support the continuation of its Community Support Service for people living alone with dementia where a carer or family member lives some distance away. The service has been delivered since 2001, though it has changed and developed throughout its 17-year history. Its aim is to support people living alone with dementia to live a better quality of life, continue to live independently, feel safer, increase community connections thus reducing feelings of isolation and reduce unplanned hospital admissions. The Community Support Workers (CSW) liaise with carers, relatives and neighbours as appropriate and provide information and referrals to other professionals and services to enable them to support its beneficiaries more effectively. To sustain the service DC is requesting a contribution to 1 fte equivalent (35 hours per week) of its current service of 96 hours per week of Community Support Worker salaries, and associated costs.

The Recommendation

DC is a trusted charity which has been working with people living with dementia for over 25 years. It is an organisation led by carers and former carers of people living with dementia, bringing extensive lived experience to the charity. Staff and volunteers are reflective of the local community with knowledge of many cultures and skills to speak many languages. Ealing CCG funds two CSW posts with Garfield Weston funding and DC fundraised income contributing to the 4th CSW post. The whole service will work with 70 people living alone with dementia every year, with the Trust funding a single post which will support 27 people living with dementia every year. After discussion with your officer, where DC was made aware that the Trust will only support 1 fte post, a revised budget was submitted reflecting 1 fte CSW and associated costs. This application fits very well with the priorities of your Older Londoners programme and funding is recommended as follows:

£82,000 over 3 years (£26,800; £27,300; £27,900) for 1 fte Community Support Worker and associated costs to provide support services to people living alone with dementia in Ealing.

Funding History

None

Background and detail of proposal

Ealing is London's second largest borough by population with approximately 2,791 people living with dementia. This number is increasing year on year and DC have experienced a 100% increase in people it works with since 2011. It is currently aware of 600 people living alone with dementia with 1/3 of those not having a carer. Intensive support is provided to the person living with dementia which includes responsive, regular, flexible visits, reminders of appointments, liaising with relatives and professionals. The support is provided until the person no longer requires it, either through death, admission to care home or interruption through admission to hospital. If admitted to hospital the service is picked up when the individual is discharged. The CSW can be providing support to a person over several years.

Your officer spoke to a CSW who gave several examples of the support given and benefit experienced during her employment, eg, supported an 86 year old woman (with this being the only care she receives) over two years. The CSW, through general conversation, picked up that the woman's vision had deteriorated quite rapidly so immediately made an appointment for an eye test. The eye test diagnosed Age Related Macular Degeneration, something which can be treated but would not have been detected without the CSW's visits. The CSW also spoke of several other examples, some involving safeguarding issues, which were dealt with appropriately.

DC is well networked with other service providers across the borough and is looking to develop 10 partnerships across the borough during the period of the grant. The partnerships will be in response to the needs of localised communities, ensuring that CSW services and dementia friendly community activities can be widely accessed.

Financial Information

The funding environment in which Dementia Concern operates has changed significantly recently with the CCG now commissioning one large single provider contract. Dementia Concern has undertaken a strategic review of the organisation and activities, developed a Fundraising Strategy which has been signed off by the Board and has planned for cutting services back if fundraising targets are not met.

Year end as at 31 March	2017 Audited Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	1,128,537	1,101,298	1,103,416
- % of Income confirmed as at 3/7/18	n/a	100.00%	81%
Expenditure	(1,104,893)	(1,155,199)	(1,109,819)
Total surplus/(deficit)	23,644	(53,901)	(6,403)
Split between:			
- Restricted surplus/(deficit)	14,306	12,055	0
- Unrestricted surplus/(deficit)	9,338	(65,956)	(6,403)
	23,644	(53,901)	(6,403)
Cost of Raising Funds	14,124	14,517	25,000
- % of Income	1.3%	1.3%	2.3%
Operating expenditure (unrestricted funds)	708,913	761,926	695,182
Free unrestricted reserves:			
Free unrestricted reserves held at year end	264,254	198,298	191,895
No of months of operating expenditure	4.5	3.1	3.3
Reserves policy target	212,479	212,479	212,479
No of months of total operating expenditure	3.8	3.3	3.7
Free reserves over/(under) target	51,775	(14,181)	(20,584)

MEETING: 07/09/2018

Ref: 14724

ASSESSMENT CATEGORY - Older Londoners

Live Music Now!

Adv: Tim Wilson

Amount requested: £88,413

Base: Islington

Benefit: London-wide

Amount recommended: £85,500

The Applicant

A registered charity, Live Music Now (LMN) was established by the violinist Yehudi Menuhin to fulfil his vision that music could “comfort, heal and bring delight”. The charity has a federal structure with branches across the UK. The proposal under consideration by City Bridge Trust is for work that will be overseen by LMN South East, although the award would be made to the parent organisation, LMN.

The Application

LMN seeks to work with over 450 older people at 13 London care homes during the life of the proposed grant. The charity will encourage care home staff to use music as part of their daily care through modelling accessible, participatory performance. The charity also wishes to develop resources for sharing learning from the project more widely. Work will be based on previous services LMN has delivered with care homes and will expand the network of homes the charity has supported.

The Recommendation

The charity has a large network of experienced musicians and trainers from a wide range of genres. LMN’s care home work is explicitly concerned with ‘making music with’ rather than ‘performing at’ residents, and all musicians who engage with the charity are auditioned on this basis. The work delivered in care homes has been evaluated favourably by the University of Winchester, and your officer discussed the application with the charity’s referee at the Baring Foundation who spoke positively about the quality of LMN’s services. The applicant has included a ‘contingency’ provision in its proposal which is not something the Trust typically supports. A slightly lower funding recommendation is advised as follows:

£85,500 over three years (£28,000; £28,500; £29,000) towards the costs of interactive music workshops and staff training across care homes in London.

Funding History

Meeting Date	Decision
14/07/2016	Application rejected for insufficient focus on the proposed beneficiary groups.
28/07/2011	£75,000 over 3 years towards the costs of a live music project in 5 London boroughs to improve the well-being of Londoners with mental health problems.

Background and detail of proposal

Building on learning from previous LMN projects (notably “A Choir in Every Care Home” and “Composing with Care”), the charity will engage with 13 care homes, most of which will have no experience of music provision. LMN will offer 12 weekly workshops, planning activities in consultation with staff and residents, as well as

training for care staff and musicians. The charity's primary concern is making its approach sufficiently accessible to ensure work is sustained after the workshops, and the musicians it engages approach the care settings with a view to embedding support and building confidence. Some post-residency follow-up work will take place and LMN will develop further online resources to complement its current materials to ensure that learning can be shared widely.

Financial Information

The table below shows a spike in income and expenditure in 2018. This relates to the delivery of a large project for armed forces veterans funded with LIBOR fines distributed by Treasury.

The 2017 costs of raising funds are lower than would otherwise be expected for an organisation which undertakes extensive project work. LMN has explained that it has not previously apportioned the cost of staff time to fundraising in its accounts but will seek to do so in subsequent years. The figures provided for 2018 and 2019 reflect the true estimated cost of fundraising and appear reasonable.

LMN has confirmed 47% of its expected income after four months of the current financial year. The charity is comfortable with this level because it only undertakes work once project funding has been confirmed. Activities, and therefore expenditure, can be scaled back if LMN does not meet its income target.

Year end as at 31st March	2017 Examined Accounts £	2018 Draft £	2019 Budget £
Income & expenditure:			
Income	849,594	1,163,500	984,500
- % of income confirmed as at 9th August 2018	n/a	100%	47%
Expenditure	(887,150)	(1,068,500)	(944,250)
Total surplus/(deficit)	(37,556)	95,000	40,250
Split between:			
- Restricted surplus/(deficit)	(62,419)	52,000	53,500
- Unrestricted surplus/(deficit)	24,863	43,000	(13,250)
	(37,556)	95,000	40,250
Cost of Raising Funds	1,023	88,400	88,400
- % of income	0.1%	7.6%	9.0%
Operating expenditure (unrestricted funds)	363,559	315,000	330,250
Free unrestricted reserves:			
Free unrestricted reserves held at year end	51,505	94,505	81,255
No of months of operating expenditure	1.7	3.6	3.0
Reserves policy target	90,890	78,750	82,563
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(39,385)	15,755	(1,308)

MEETING: 07/09/2018

Ref: 14691

ASSESSMENT CATEGORY - Reducing Poverty

City Harvest

Adv: Joan Millbank

Amount requested: £96,000

Base: Ealing

(Revised request: £110,933)

Benefit: London-wide

Amount recommended: £111,000

The Applicant

City Harvest (CH) is a food distribution charity operating in Greater London. It was set up in 2014 modelled on, but independent of, the City Harvest initiative in New York City. It provides a 'last mile' service specialising in the collection of surplus food from supermarkets, wholesalers, restaurants and the hospitality industry, and delivery to organisations providing food and preparing meals for vulnerable Londoners and those experiencing food poverty. These organisations include soup kitchens, foodbanks, homeless shelters, hostels and charities working with the working poor, families, veterans, victims of domestic violence, older and disabled people. Working in close collaboration with FareShare (whom you fund currently), CH's particular contribution to the food redistribution supply chain is the collection and delivery of fresh, perishable food picked up and delivered to nearby local projects the same day or taken to the warehouse for wider distribution.

The Application

CH has grown significantly over the last year. It has secured several large contracts from food producers to receive their surplus food direct into its warehouse. More significant contracts are in negotiation. Acquisition of the 3,800 square foot warehouse has allowed CH to collect and deliver more food and to secure an industrial fridge freezer, which has enabled the charity to also collect food later in the day and store it overnight where it remains in good condition for delivery the following day. To handle the increase in the receipt and redistribution of the food CH has employed an experienced full-time Warehouse Manager; CH is requesting your support in funding this post for up to three years. Salary costs were reviewed at the assessment meeting and have been increased to include pension and employers' contribution.

The Recommendation

CH has submitted a convincing case for support. A relatively new organisation, it has quickly and effectively established itself. It has secured the support of many food contributors and has received financial support from the like of Goldman Sachs Gives and Sainsbury Family Trusts, the latter being represented on its board. It assists many smaller charities, many of whom are past or current recipients of your support. The actions of the trustees demonstrate understanding of and commitment to addressing the needs of communities in food poverty, the charities and businesses its partners with, and how to manage and grow its own social business. It has been a finalist in the Business Green Leaders awards. A grant is advised:

£111,000 over three years (£36,000; £37,000; £38,000) for the post of Warehouse Manager (40 hours per week).

Funding History

None

Background and detail of proposal

CH operates in a city where an estimated 2.25 million people live in poverty, 74,000 children go to bed hungry (source: Trust for London), and where an estimated 3 million tonnes of good nutritious surplus food are sent to landfill every year. It is part of a network of food distributors addressing food poverty and reducing food waste. As indicated above, its contribution is in the distribution of fresh perishable foods. It runs a 7 day per week service and is currently active in 23 of the 32 London boroughs, mainly in the North, West and South. It is exploring how to extend its reach into East London. In the last year CH redistributed 491 tonnes of food that would otherwise have gone to landfill and thereby stopped 1,865 tons of greenhouse gases from being released into the environment. Food redistribution has helped 150 community-based organisations to provide 1.1 million meals to Londoners in need. Further, with the redistributed food's retail value of £1.4m use of surplus food representing a significant saving in the organisations' expenditure on food. Management consultants Bain & Company recently completed a pro-bono project to quantify CH's impact; it concluded that CH's Social Return on Investment (SROI) was £5.80 for every £1 of expenditure.

Financial Information

Income for CH increased significantly in 2017/18 due to the donations secured by the trustees. In response the charity undertook a reorganisation to increase its capacity. It took on a lease for a large depot, created several new posts including the post of Warehouse Manager and increased the number of vans (currently 8); full year costs are shown in the current year forecast. The cost of generating funds will increase in the year as a fundraising consultancy has been engaged. The trustees anticipate using some of their free reserves to further invest in the activities of the charity, the actual amount is not yet known and isn't reflected in the forecast expenditure below.

Year end as at 31 March	2017 Examined Accounts £	2018 Examined Accounts £	2019 Budget £
Income & expenditure:			
Income	238,023	875,971	937,138
- % of Income confirmed as at 20/07/2018	n/a	n/a	55%
Expenditure	(172,155)	(416,840)	(905,511)
Total surplus/(deficit)	65,868	459,131	31,627
Spilt between:			
- Restricted surplus/(deficit)	0	59,637	20,000
- Unrestricted surplus/(deficit)	172,155	399,494	11,627
	172,155	459,131	31,627
Cost of Raising Funds	336	15,421	40,000
- % of Income	0.1%	1.8%	4.3%
Operating expenditure (unrestricted funds)	172,155	290,407	905,511
Free unrestricted reserves:			
Free unrestricted reserves held at year end	117,052	406,988	418,615
No of months of operating expenditure	8.2	18.8	5.5
Reserves policy target	43,039	104,210	226,378
No of months of full operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	74,013	302,778	192,237

MEETING: 07/09/2018

Ref: 14678

ASSESSMENT CATEGORY - Reducing Poverty

Hounslow Citizens Advice Bureau

Adv: Sandra Jones

Base: Hounslow

Amount requested: £154,718

Benefit: Hounslow

Amount recommended: £154,700

The Applicant

Established in 1999, Hounslow Citizens Advice Bureau (HCA) provides free advice services to people who live, work or learn in Hounslow. These services are delivered from three main offices, situated in Chiswick, Feltham and Hounslow, with outreach sessions provided from various community venues around the borough. In 2016/17 they undertook over 8,300 cases, an increase of 7.3% from the previous year, and took over 28,000 enquiries with over £3million of income gains through money advice and welfare benefits. The organisation has the Advice Quality Standard in addition to the National CAB Quality Advice Award.

The Application

HCA is requesting funding for an additional full-time specialist welfare benefit caseworker and associated costs to help meet a 40% increase in demand for advice since the introduction of Universal Credit and an increase in reviews and appeals with the Employment Support Allowance (ESA). Over 25% of the organisation's benefit cases are associated with the implementation of Universal Credit, which has left many of their clients being without money and at risk of homelessness, and the borough is the second highest in London with Universal Credit issues.

The postholder will undertake for more complex cases as well as train and supervise volunteers (two recruited each year).

The Recommendation

The organisation serves a very diverse and deprived community and funding will enable the service to have much needed additional capacity at a time of unprecedented demand for its services. The funding will cover the costs of a specialist caseworker, two new volunteers per annum and associated operational costs. The organisation has been overspending over recent years and so it is recommended that funding be released on receipt of satisfactory quarterly management accounts until free reserves reach target and the organisation operates at an annual surplus. A grant as outlined below is recommended:

£154,700 over 3 years (£53,000; £51,100; £50,600) for the salary of a f/t Advice Worker, volunteer costs plus related operational costs. This is subject to the funding being released on receipt of satisfactory quarterly management accounts until free reserves reach target and the organisation operates at an annual surplus.

Funding History

Meeting Date	Decision
10/03/2005	Application for a Small Grant declined as the organisation's level of income rendered it ineligible.

Background and detail of proposal

HCA is the main agency providing advice in the borough, a borough with no Law Centre and a few small organisations providing some general advice, but nothing at specialist level. (Your Committee has provided funding for Staying First to provide advice from the four main foodbanks in Hounslow but this is at generalist level and so they work with HCA when they get more complex cases.)

The postholder will provide face-to-face advice as well train a team of volunteers to increase capacity and expertise as well as act in a consultancy role for generalist HCA advisers.

Financial Information

Income for HCA decreased in 2017/18 due to a reduction in grants and contracts, with the vast majority of income coming from the local authority. There is a pattern of overspending, which has reduced the free reserves to less than one month's expenditure. Given this, your officer recommends that funding be released on receipt of satisfactory quarterly management accounts until free reserves reach target and the organisation operates at an annual surplus.

Year end as at 31 March	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	439,627	374,899	415,529
- % of income confirmed as at 04/07/2018		%	99.7%
Expenditure	(532,266)	(432,735)	(472,664)
Total surplus/(deficit)	(92,639)	(57,836)	(57,135)
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	(92,639)	(57,836)	(57,135)
	(92,639)	0	(57,135)
Cost of Raising Funds	0	0	22,023
- % of income	0.0%	0.0%	5.3%
Operating expenditure (total funds)	532,266	432,735	472,664
Free unrestricted reserves:			
Free unrestricted reserves held at year end	129,934	72,098	14,963
No of months of operating expenditure	2.9	2.0	0.4
Reserves policy target	133,067	108,184	118,166
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(3,133)	(36,086)	(103,203)

MEETING: 07/09/2018

Ref: 14671

ASSESSMENT CATEGORY - Reducing Poverty

Youth Legal and Resource Centre

Adv: Shegufta Rahman

Base: Wandsworth

Amount requested: £77,923

Benefit: London-wide

Amount recommended: £78,000

The Applicant

Youth Legal and Resource Centre (YLRC) registered as a charity in 2013 and works with young people to develop and deliver specialist legal advice services in community care and housing law focussing on those with disabilities, carers and care leavers. The charity also provides second tier advice and training to local voluntary organisations in homelessness and community care law.

The Application

The charity is seeking funding for a new debts and financial capability advice service specifically for young people aged 16-30 and migrant families, through face to face and telephone debt and money management training; teaching people how to avoid debt, save money and avoid crisis situations. Specific to migrant families, these will be those recently granted recourse to public funds, in particular where they have incurred debts from the recently introduced NHS health charges for migrants.

The Recommendation

For a relatively young organisation, YLRC has demonstrated a steady growth in its development of services and funding attached with it. Currently the work is delivered by one full-time member of staff, with additional support from volunteers. The request for funding will enable the charity to develop the debts and financial capability advice service with the additional staffing required for effective delivery. The charity's current reserves policy is not SORP compliant, therefore the recommendation is conditional on this being addressed.

£78,000 over three years (£24,500, £26,500, £27,000) for the part-time Debt and Money Advice Caseworker (3dpw) and associated project costs, conditional on confirmation a reserves target is set by the board of trustees.

Funding History

None

Background and detail of proposal

Young people have unmet needs for legal advice, as has been evidenced by Youth Access, which reports that young people are more likely than the general population to have civil, legal problems, particularly in relation to housing and homelessness. They are also more likely to have multiple and complex problems needing high quality specialist legal advice. Crucially, young people are less likely to seek and obtain advice than the general population.

Families who have recently been awarded leave to remain and/or recourse to public funds have built up debts in loans and credit cards and the new NHS charging for overseas visitors such as single mothers that have just given birth. Evidence from Streetwise Law Centre and Youth Access shows that young disadvantaged people

are very unwilling to approach high street solicitors and therefore forego the support to help deal with the problems which leads to crises. This applies to vulnerable families as well.

The project will seek to support at least 100 young people and migrant families per year with specialist legal advice face to face or over the phone about their debt and money problems. The charity will also have at least 20 support workers from local youth service providers attend its training sessions each year. This will be done in partnership with a number of local organisations, including Wandsworth CVS.

Financial Information

The charity does not currently have a specific reserves policy, other than to hold sufficient funds to cover the day to day fluctuations in income and expenditure. During assessment, your officer recommended the board of trustees review this policy to set an actual reserves target. YLRC has confirmed their treasurer is currently looking into this, and a reserves target will be agreed in the next month or so. The increase in income from 2017 to 2018 is largely due to three-year funding secured from Trust for London and increasing income from the Legal Aid Foundation. The charity also has a number of applications pending for core funding from other trusts and foundations.

Year end as at 31 March	2017	2018	2019
	Examined Accounts £	Forecast £	Budget £
Income & expenditure:			
Income	42,984	71,795	114,756
- % of income confirmed as at 29/07/2018	n/a	100%	36%
Expenditure	(39,511)	(44,686)	(104,621)
Total surplus/(deficit)	3,473	27,109	10,135
Split between:			
- Restricted surplus/(deficit)	(6,883)	14,007	(14,007)
- Unrestricted surplus/(deficit)	10,356	13,102	24,142
	3,473	27,109	10,135
Cost of Raising Funds	0	3,686	4,621
- % of income	0.0%	5.1%	4.0%
Operating expenditure (unrestricted funds)	31,238	23,686	40,621
Free unrestricted reserves:			
Free unrestricted reserves held at year end	18,836	31,938	56,080
No of months of operating expenditure	7.2	16.2	16.6
Reserves policy target			
No of months of operating expenditure	0.0	0.0	0.0
Free reserves over/(under) target	18,836	31,938	56,080

MEETING: 07/09/2018

Ref: 14659

ASSESSMENT CATEGORY - Resettlement and Rehabilitation of Offenders

Clink Charly

Adv: Sandra Jones

Base: Sutton

Amount requested: £105,000

Benefit: London-wide

Amount recommended: £105,000

The Applicant

The Clink Charity (The Clink) aims to reduce reoffending amongst offenders through provision of practical skills and training. It works in partnership with Her Majesty's Prison Service to run projects that allow prisoners to learn and engage with the public, with the aim to integrate back into society upon release. The Clink opened its first restaurant in 2009 in High Down Prison and has since managed expand services to three more prisons across the country. On top of offering training within the hospitality industry, they now also run horticulture and events catering projects. In July 2017 all four Clink restaurants were ranked 1st on TripAdvisor.

The Application

The Trust is asked to fund the f/t salary and associated expenditure of a High Down Prison based support worker to provide an effective and inclusive service to The Clink's graduates. This role is an integral part of The Clink's five-step programme (recruit, train, support, employ, mentor). The support worker evaluates each of the client's needs on an individual basis and provides advice, support and mentoring in areas such as: finding employment, housing, substance abuse and debt issues. The mentoring process starts three months before the client's release and continues post release until the client is confident enough to operate on their own. It should be noted that the organisation already has a person in post whose salary is currently being funded from the charity's reserves.

The Recommendation

The Clink has a strong track record of providing successful training and mentoring services to offenders. Although there were some initial queries regarding the geographical beneficiary base as the prison serves as a catchment area for both London and Surrey, the charity has confirmed that the funding will only be used towards London-based clients. The Clink's bid sits firmly within the Trust's Resettlement and Rehabilitation of Offenders programme outcomes and comes at a time of widespread funding cuts to the prison service. Funding is advised as follows:

£105,000 over 3 years (3 x £35,000) to support the f/t salary and expenditure of a High Down Prison based Support Worker to provide an effective and inclusive service to graduates of The Clink Programme.

Funding History

Meeting Date	Decision
11/05/2017	Application withdrawn with the intention to submit another application in the future.
31/10/2012	£120,000 over three years (3 x £40,000) for a mentoring programme supporting ex-prisoners back into society and the workplace in the London area.

Background and detail of proposal

According to an April 2018 report conducted by the Justice Lab and the Ministry of Justice, The Clink graduates are 49.6% less likely to reoffend than the control group. Their reduced reoffending rates, coupled with the fact that it costs up to £40,000 a year to incarcerate a prisoner, result in considerable savings to the taxpayer whilst at the same time providing the graduates with an opportunity for a career. In 2017 the programme trained 304 prisoners and awarded 106 City & Guilds certificates, with 95 qualified graduates released into communities.

The hospitality sector has long been facing shortages of skilled workers and issues with retention rates. The Clink graduates have been able to fill this gap and have proven to be reliable within the industry. Holding down a job and breaking the cycle of reoffending often has a knock-on impact on the graduate's family, friends and community. The proposal also stresses the importance of advocacy work being done by allowing the public to visit a restaurant in a prison setting and have their food prepared and served by offenders. Changing the public's perception is an important step towards changing their attitude towards ex-offenders.

The role of the support worker makes an important link between the practical training aspect of The Clink programme and a successful release of the graduates into employment and society. It is vital that the prisoners' training is complemented by advice and mentoring from the support worker, ensuring that the graduates learn the life skills needed to apply their newly acquired knowledge successfully outside prison gates.

Financial Information

The Clink has a low cost of raising funds as funding is mainly from contracts and the income derived from the restaurant. The growth in income for 2018 is due to an increase in grants applied for as well as opening a café in Manchester.

Year end as at 31 December	2016	2017	2018
	Audited Accounts £	Audited Accounts £	Budget £
Income & expenditure:			
Income	2,341,329	2,400,303	3,224,117
- % of Income confirmed as at 15/08/2018	n/a	n/a	68.59%
Expenditure	(2,236,956)	(2,483,537)	(3,108,958)
Total surplus/(deficit)	104,373	(63,234)	115,159
Split between:			
- Restricted surplus/(deficit)	92,923	58,216	0
- Unrestricted surplus/(deficit)	11,450	(121,450)	115,159
	104,373	(63,234)	115,159
Cost of Raising Funds	28,844	22,183	30,450
- % of income	1.2%	0.9%	0.9%
Operating expenditure (unrestricted funds)	2,131,179	2,299,753	2,689,041
Free unrestricted reserves:			
Free unrestricted reserves held at year end	108,491	73,297	188,456
No of months of operating expenditure	0.6	0.4	0.8
Reserves policy target	175,000	175,000	175,000
No of months of operating expenditure	1.0	0.9	0.8
Free reserves over/(under) target	(66,509)	(101,703)	13,456

MEETING: 07/09/2018

Ref: 14867

ASSESSMENT CATEGORY - Connecting the Capital

Volunteer Centre Greenwich

Adv: Kate Moralee

Base: Greenwich

Amount requested: £250,601

Benefit: Greenwich

Amount recommended: £255,600

The Applicant

Established in 1999, Volunteer Centre Greenwich (VCG) is the volunteer development agency serving the Royal Borough of Greenwich. A charity, it provides the range of services usually associated with a local volunteer centre, including a volunteer brokerage service; the provision of information about volunteering opportunities at various outreach posts across the borough; training for volunteers and for those who work with them; promotion of good practice around volunteering and development of a range of income generation services.

The Application

The Trust is asked to support a contribution to the salaries of the CEO (0.4fte) and Volunteering and Operations Manager (0.4fte), associated delivery costs and contribution to overheads to provide additional capacity to explore, create and develop income generating activities resulting in a more sustainable infrastructure body contributing to civil society. Generation of unrestricted income will enable VCG to reinstate its engagement in strategic networking opportunities, thereby increasing the voice and quality of volunteering at regional and national levels; develop existing and new income generation activities within a clear business plan; reinstate free membership and access to essential support and advice; expand a growing training offer (which has increased from £11,245 in 2012 to £72,882 in 2017); and provide the opportunity to pursue partnership working providing specialist expertise on volunteering to enhance the quality of any bids. The funding request tapers over the five-year period in response to the predicted growth of self-generated income.

The Recommendation

You have supported VCG for a five-year period until end 2017, to increase the quantity and quality of volunteering placements in the Royal Borough of Greenwich. VCG's work to date has been of consistently good standard, it takes an asset-based approach recognising the existing strengths of both individual volunteers and member organisations, building on these strengths to increase individual and community resilience. It is a reflection of the current challenging climate, particularly for infrastructure organisations within the voluntary sector, that VCG is requesting funding to develop initiatives which diversify its income streams to support the increased demand for volunteers from frontline services. The role of VCG is critical in ensuring a quality and positive experience for volunteers. This proposal fits well with your Connecting the Capital priority contributing to the outcome "civil society organisations are more effective and resilient". Your officer became aware of VCG's financial challenge to cover the costs of providing equality of opportunity for disabled volunteers, with VCG having to reduce the number of days of one disabled volunteer from two days per week to one day per fortnight because of organisational financial constraints. Your officer has, therefore, agreed to an increase in the volunteer expenses aspect of the budget by £1,000 per year to provide equality of opportunity

for any disabled volunteers. Funding is recommended accordingly with grant release triggered on receipt of financial information as detailed:

£255,600 over five years (£63,000; £58,600; £50,500; £45,200 £38,300) towards the salaries of the CEO and Volunteering and Operations Manager and associated costs to increase voice and representation; reinstate free membership and associated services; and develop and grow income streams to support the future sustainability of the organisation. The release of quarterly payments is subject to the provision of satisfactory management accounts and cashflows.

Funding History

Meeting Date	Decision
24/11/2016	Stepping Stones. £41,700 To pilot an innovative business model in the tourism sector, creating an income stream to improve VCG's sustainability whilst delivering social outcomes for local people.
24/05/2016	£4,700 towards a volunteering database and online platform.
28/01/2016	£106,000 towards the salaries of a Volunteer Services Manager; a Membership Services Officer; and associated running costs of a project increasing the number and the quality of volunteering placements in the Royal Borough of Greenwich.
31/10/2012	£162,000 towards the full-time salary and associated running costs of a project increasing the number and the quality of volunteering placements in the Royal Borough of Greenwich.

Background and detail of proposal

The sector itself is becoming more dependent on volunteers to deliver valuable services to vulnerable people in local communities and to build individual and community resilience. With increased social isolation, pressures of life, austerity, welfare cuts, public sector cuts and increasing demand on services volunteers can be critical in identifying social isolation and referring individuals to activities in the local community.

The support of VCG is essential as many organisations see volunteers as a free resource or quick fix to meeting the demand for services. VCG provides information, advice and support at the right time and of excellent quality which is vital for the organisation, the wellbeing of the volunteer and the customer experience of the beneficiaries of services.

Currently VCG receives no grant funding for this support and advice service hence introducing a membership fee to generate income to provide these services in 2017. However, this has led to membership services falling from 489 to 32, demonstrating the current challenging climate for the sector when prioritising essential expenditure. The charity has provided quotes from members who are not able to afford membership fees and recognise the loss of this service.

VCG is at a critical point currently, largely because of previous investment in two income generation schemes which have not delivered the growth envisaged in the timescales required. The organisation has responded to this by restructuring (reduced staff hours) which has had a knock-on effect in terms of marketing and delivering other income streams. It is to move to new office space in September, sharing back office functions with another organisation, to further reduce costs. Your

support and investment now would safeguard a very valuable resource for the Royal Borough of Greenwich and help the charity consolidate its current position enabling it to create sound foundations for improved and sustainable growth. A grant as recommended would also secure release of funds from another Trust.

Financial Information

VCG has made significant internal changes to reduce expenditure, which has impacted on its capacity to develop income generating aspects of the business. It has taken the decision to share office space thus reducing office and overhead expenditure moving forward. Your officer has referred VCG to the STRIVE programme with Cranfield Trust for Marketing and New Business support.

The charity's reserves target is based on wind-up costs. The initial focus for VGC will be to reinstate free membership, then to promote of new business in the knowledge that it has the staff capacity to deliver any new training and consultancy business it secures, which will show results in year two of the grant.

Year end as at 31 March 2017 and then 30 Sept 2018 onwards	2017	2018	2019
	Audited Accounts £	Forecast £	Budget £
Income & expenditure:		(18 month year)	
Income	229,077	346,531	236,563
- % of Income confirmed as at 2/08/18	n/a	88%	36%
Expenditure	(224,171)	(370,075)	(224,355)
Total surplus/(deficit)	4,906	(23,544)	12,208
Split between:			
- Restricted surplus/(deficit)	6,571	1,922	0
- Unrestricted surplus/(deficit)	(1,665)	(25,466)	12,208
	4,906	(23,544)	12,208
Cost of Raising Funds	14,793	8,170	10,213
- % of Income	6.5%	2.4%	4.3%
Operating expenditure (unrestricted funds)	74,553	105,221	42,517
Free unrestricted reserves:			
Free unrestricted reserves held at year end	25,466	(1,995)	10,213
No of months of operating expenditure	4.1	-0.2	2.9
Reserves policy target	34,354	32,368	32,368
No of months of operating expenditure	5.5	3.7	9.1
Free reserves over/(under) target	(8,888)	(34,363)	(22,155)

Committee	Dated:
City Bridge Trust	7 th August 2018
Subject: Funder Plus offer – proposals for Phase 1	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report author: Jenny Field, Deputy Director of City Bridge Trust	

Summary

This report sets out proposals for the first phase of a new CBT Funder Plus¹ offer, as part of your Bridging Divides strategy for 2018 – 2023. It is anticipated that these proposals will lay a foundation on which additional layers of support can be added and one which enables other funders could join if they so wished for the benefit of their grantees. This paper builds on outline proposals that were brought to your November 2017 meeting and has been informed by two consultation round tables – one with funders and another with civil society support organisations.

Recommendation

Members are asked to:

- a) Commit up to £500,000 of your 2018/19 grants budget towards Phase One of the proposed Funder Plus offer.
- b) Commit up to £50,000 non-grants expenditure in order to procure a Managing and Learning Partner to provide capacity to manage the initiative (up to £25,00) and to help evaluate its effectiveness (up to £25,000).

Main Report

Background

1. Your Bridging Divides strategy 2018 – 2023 commits you to improving your Funder Plus offer to make it more coherent and better aligned with other funders.

¹ 'Funder Plus' means providing capacity building support for grantees, usually through a third-party provider, thereby adding value to the grant. For example, you are supporting the Cranfield Trust's Strive Programme which is providing pro bono management consultancy support for up to 95 CBT grantees.

2. You currently fund a number of support activities for grantees that can be described as Funder Plus. Examples include the Cranfield Trust's Strive Programme which is providing pro bono consultancy support for up to 95 CBT grantees working on issues of poverty, disability or social; exclusion; your Eco-Audit initiative, whereby you will provide applicants with a free eco audit; and the Access and Sustainability Advice Service you fund within the Centre for Accessible Environments to underpin grants you award for access audits and for the capital costs of providing improved access to community building.
3. Whilst these examples are all highly welcomed by your grantees we recognise there is room to improve the range of what is being offered and to provide an effective digital platform to help grantees navigate the offer.
4. It is also recognised that organisations can sometimes feel overwhelmed by too many Funder Plus offers but not able to turn any down for fear of appearing ungrateful. To mitigate this it is important that any offer should be just that: an *offer* not a *requirement*. As important is that funders work together to better align their respective offers.
5. At your November 2017 meeting, you received a paper updating you on the implementation of your Bridging Divides strategy. In that paper, we set out proposals for a "layered" approach to improving your Funder Plus. At its most simple, we would like to be able to provide grantees with support in some of the key areas that organisations often need help with.
6. At the next level, we would want to look at harnessing the talent of the City Corporation's varied workforce for the benefit of our funded organisations. At the next level, we would want to broker support between our funded organisations and the private sector. Finally, we would want to ensure that the offer fully complements the work you are funding through [The Way Ahead](#) and the Hub for London.
7. This paper sets out proposals for the first layer which described as 'Phase One' of your revised Funder Plus offer. We hope this will provide a foundation on which additional layers of support can be added.

The proposal

8. We hosted a round table for funders in January 2018 where there was clear support to both improve and better align our respective Funder Plus offers.
9. A meeting was then held on 10th July 2018 for providers of civil society support in London. The main purpose of the meeting was to explore how we could work together to co-create a Funder Plus offer for City Bridge Trust.
10. It was a very rich discussion with a real excitement and appetite for working together to provide an offer that would not only deliver some of the more 'traditional' areas of civil society support, such as governance and managing resources, but also more creative and imaginative ways of helping

organisations build their capacity and organisational resilience by resourcing, for example, peer-to-peer support within organisations or backfilling capacity in an organisation to enable key staff to attend conferences, networking events, training or action learning sets.

11. It was always envisaged that the Funder Plus offer would be navigated via a digital platform that would enable organisations seeking support to self-diagnose but also to enable them to identify the best, or most appropriate, provider for them.
12. However, it was clear from the discussions (and was borne out by the funder roundtable held earlier this year) that whilst digital tools have an important part to play, they cannot replace a face-to-face conversation. Often, human interaction can help to tease out more pressing issues than the organisation itself had originally identified.
13. Both round tables also emphasised the importance of there being 'clear blue water' between who does the needs analysis of the organisation's needs and the funder (potential/existing grantees may be reluctant to show what might be perceived to be weaknesses to funders).
14. It is therefore proposed that Phase One of your new Funder Plus offer will run as a 'Triage and Connect' programme to test what does good 'diagnostics', 'connecting' and 'supporting' look like, working initially with three cohorts of your grantees. The cohorts are likely to be:
 - A group of recent grantees;
 - A group linked by geography (focusing on the 'cold spots' highlighted in the statistical report that was brought to your last meeting);
 - A group linked by an issue (yet to be decided but it would be sector specific, for example, mental health; frontline advice agencies; deaf and disabled people's organisations).
15. Civil society support organisations would be invited to apply for grants to provide this Triage and Connect programme over a twelve-month period and to signpost grantees to the most appropriate source of support (which could not be the Triage and Connectors' own organisation, of course). A draft outline of the programme is currently out for consultation with a number of civil society support organisations and is provided for your information and comment at Appendix A.
16. We envisage three such grants would be awarded, each to work with one of the three cohorts. Recommendations for these grants would be brought to your November 2018 Committee meeting.
17. It is recommended that you commit up to £500,000 of your 2018/19 grants budget towards Phase One of the propose Funder Plus offer. This represents 2% of your baseline grants budget and officers are of the view that this is a reasonable proportion of the grants budget to use for this purpose. It would cover the following costs:

- Funds for CBT grantees in the three cohorts to access the support identified by the diagnostic;
- The cost of an entry platform;
- The cost to the Triage and Connectors of providing the service;
- Engagement of the Triage and Connectors with CBT and its Managing and Learning Partner (see below).

18. In order to provide the 'clear blue water' outlined in paragraph 13 and in order to be able to build in a test and learn approach to the programme, it is also proposed to invite tenders to both manage and evaluate Phase One (that is, to appoint a Managing and Learning Partner) through the City of London Corporation's procurement process. It is anticipated that the cost of managing this would be in the range £35,000 - £50,000. Therefore, it is further recommended that you approve non-grant funding of up to a maximum of £50,000 for these costs.

19. It is proposed that Phase One runs over a twelve-month period initially.

Conclusion

20. It is hoped that Phase One will provide a foundation on which to build additional layers of your offer and one which other funders could join if they so wished for the benefit of their grantees.
21. The appointment of a Managing and Learning Partner will provide the required capacity and distance to manage the programme as well as enabling it to be adapted as necessary.
22. It is proposed to bring regular updates to this Committee on the programme is progressing.

Appendix A

DRAFT

CITY BRIDGE TRUST

Funder Plus programme: Phase 1

1. Introduction

- 1.1 In April 2018, City Bridge Trust launched its new funding priorities and strategy for 2018-23. This strategy (*Bridging Divides*), will guide how we allocate a grants' budget of around £100m, how we encourage philanthropy, how we make social investments as well as how we use our knowledge, networks and assets to address disadvantage and marginalisation in London.
- 1.2 Over the next five years, we are committed to using all of our financial and non-financial assets and those of our trustee (that is, our funding, knowledge, networks and the expertise we can access) to support Londoners and London's communities who are experiencing inequalities and marginalisation to thrive.
- 1.3 This is an unusually challenging time for London's civil society, and grant-making alone is not sufficient to help voluntary, community and social enterprise organisations achieve their full potential. The Trust recognises that, in addition to finance, organisations need to be equipped with all the necessary skills, knowledge, systems and contacts that allow them to thrive.
- 1.4 To help facilitate this, the Trust is interested in setting up a new Funder + Programme as part of its commitment to strengthening the sector. This new Programme will be developed in collaboration with other funders, grantees and other stakeholders in-line with our values, and we now wish to appoint a Lead Partner to work with us on developing and supporting the collaborative arrangements required to deliver the Programme.

2. City Bridge Trust

- 2.1 City Bridge Trust is the working name of the funding arm of Bridge House Estates, an ancient charity established to maintain and repair the first stone bridge across the River Thames. Since 1995, funds surplus to bridge requirements can be distributed in the form of charitable grants for the benefit of the inhabitants of London. Depending on bridge requirements, we award up to £20m per annum. We usually award 250 grants across all our programmes each year, and at any one time we would expect to have around 600 active grantees.
- 2.2 Our vision is for London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation, by removing the challenges and barriers that they experience.
- 2.3 Our mission is to reduce inequality and foster more cohesive communities, by using all of our assets and resources (monetary and otherwise) for a London that serves everyone.
- 2.4 Bridge House Estates' sole trustee is the Mayor and Commonalty and Citizens of the City of London (in other words, the City of London Corporation). Like other major funders, we can convene conferences and learning events, publish high-profile research, and reach mass audiences through popular media. As a consequence of our trustee and our position in the heart of the City of London we have extensive business and political networks as well as relationships with institutions such as the Barbican and the Old Bailey. These relationships represent opportunities to deepen and expand the work that we deliver through our grant spending. In addition, the Trust oversees the City of London Corporation Social Investment Fund, a designation of £20m from the charity's capital which is allocated for supporting activity with both a social and financial return.

3. Bridging Divides

3.1 Through *Bridging Divides* we will use our knowledge, networks and assets to tackle disadvantage, poverty, inequality and marginalisation. These are often overlapping issues, and whilst some of the work we undertake will seek to manage their consequences, we also look to address root causes in collaboration with partners in civil society, public and private sectors.

3.2 Our approach will be informed by a developmental model where quality of life is viewed as four consecutive stages (survival, coping, adaptation and thriving) and where the time taken to move from one stage to the next varies depending on the individual as well as the nature of the challenges they face. People may move back and forth between different stages, and often need different kinds of support from different agencies based on where they are and what is likely to achieve greatest impact.

3.3 *Bridging Divides* has three priorities with two cross-cutting themes – Reducing Inequalities and Every Voice Counts.

Connecting the capital

We will support work to strengthen communities and improves their future prospects.

Positive transitions

We will support work with Londoners who experience inequality to make positive transitions.

Advice and support

We will help ensure that advice, advocacy and support services continue to exist as a safety net for London's most disadvantaged.

3.4 These priorities are underpinned by our five values:

- Inclusion and representation
- Care for the environment
- Early action
- Collaborative working with Londoners, communities and all sectors
- Being adaptive, creative and purposeful.

3.5 In order to deliver these priorities and work in a way that is aligned to our values we will offer a range of support to the organisations we assist. This will include

delivery of what we call the *CBT Toolbox*, a range of grant funding opportunities, social investment, and access to individual and corporate philanthropy, and our new *Funder Plus* offer, a suite of capacity building services from third party providers.

4. Funder+ Programme

4.1 We want to develop our new Funder+ Programme based on a number of principles:

- being diagnostic based, with both self-assessment and triage, as well as independence designed into the ecology of support provided;
- that there is an accessible point of entry for organisations into the ecology of support that provides for ‘informed choice’ and ease of navigation around the range of excellent support that exists to support civil society in London;
- that the ecology of support available is *demand led* rather than supply led and recognises the power of peer to peer support for problem solving and sourcing solutions;
- that the ecology of support is ‘network’ driven to provide opportunities for collective reflection, learning and problem solving;
- that is collaborative, both with other funders and resource investors in London’s civil society, and with existing and future delivery partner organisations;

4.2 For the first phase of the programme, we would like to run a Triage and Connect programme to test what does good ‘diagnostics’, ‘connecting’ and ‘support’ look like, based on the above principles.

4.3 To that end, we invite applications for grants to provide a Triage and Connect service (‘Connectors’) for three cohorts of CBT grantees.

4.4 We have identified the following as areas associated with a 'taxonomy of organisational life' with which organisations may need support:

- Governance - to include a focus on Mission, Purpose & Values plus support around organisational culture & leadership;
- Planning - to include areas such as working in a complex environment
- Leadership and management - to include a focus on Mission, Purpose & Values plus (possibly) support around organisational culture & leadership;
- User-centred service - how do you enable co-production to be at the heart of your activity;
- Managing people - to include a focus on Mission, Purpose & Values plus (possibly) support around organisational culture & leadership;
- Learning and development - to include systems thinking;
- Managing money - the emphasis here should be on organisational sustainability and medium to long term financial planning;
- Managing resources - the emphasis here should be on organisational sustainability and medium to long term planning;
- External communications - to include speaking truth to power and co-production;
- Working with others - to include a focus on Mission, Purpose & Values and to ask the big question around the fulfilment of charitable purpose - "does my organisation need to exist?"
- Assessing outcomes and impact - to include active consideration of 'your place' in the [appropriate] ecology and system" and a focus on 'collective impact'.

4.5 However, we do not see this list as exhaustive and there are other interventions that can play a valuable role in strengthening an organisation. These could include:

- Backfilling capacity in an organisation to enable key staff to attend conferences, networking events, training or action learning sets, for example.
- One-to-one mentoring.
- Resource to enable peer to peer support/shared learning amongst organisations.

- Facilitated coffee trials to spark ideas.

We are open, therefore, to other ideas for our Funder + offer.

- 4.6 City Bridge Trust/City of London Corporation will be recruiting a Volunteer Manager over the coming months to develop the City of London Corporation's employee volunteering programme.
- 4.7 CBT is about to embark on a survey of its grantees to determine their appetite for support from the City of London Corporation's workforce. This will also be an opportunity to ask about their support needs and what other Funder Plus offers they are currently engaged with. The results of the survey will also inform the 'list' of support set out in paragraphs 4.4 and 4.5.
- 4.8 Given the above, the 'Connectors' potentially may need to link with the Volunteer Manager.

5. Triage & Connect

- 5.1 Our recent Funder Plus consultation meeting with civil society support providers on 10th July 2018, brought home the fact that whilst digital resources can play a valuable role within a diagnostic 'system', it cannot replace human interaction. We are therefore looking to fund three different 'Connectors' to each work with one of the three cohorts.
- 5.2 We would propose to draw the three cohorts from either:
- Recently funded grantees (n.b these will almost certainly be drawn from our previous programmes, *Investing in Londoners* as will take too long to grow a big enough cohort from Bridging Divides).
- Or
- A cohort funded on a specific programme of *Investing in Londoners*.
- Or
- A cohort based in a specific part of London.

5.3 Grantees fitting one of those criteria would be invited to take part in this initiative on the understanding that there are limited resources for this pilot and that support would be offered on a first come first serve basis.²

OR

5.3 Grantees fitting one of those criteria would be invited to take part in this initiative. However, resources for this initiative are limited and the 'Connecters' would be expected to prioritise which organisations are assisted, based on a hierarchy of need.

5.4 The three 'Connecters' would be expected to work together to provide an entry point access platform. CBT is flexible as to whether this draws on existing platforms or is designed as a bespoke resource. It will form part of the test and learn approach of the pilot, however.

5.5 It should be noted that 'Connecters' would not be able to also be providers of capacity building support to the organisation concerned.

6. Management of Phase 1

6.1 CBT intend to commission a Managing and Learning Partner to manage the Phase 1 programme for us and to work alongside the 'Connecters' and the supported organisations to enable the programme to be adjusted where necessary.

6.2 The Managing and Learning Partner will also help CBT to plan for Phase 2.

7.0 Budget

7.1 The total budget available for Phase 1 over 12 months is yet to be determined but will need to cover:

- Costs of the 'Connecters'

² I have presented 2 x 5.3's and would be glad of thoughts on this.

- Funds for the supported organisations to access the support identified following the diagnostic whether this be to purchase services from a provider and/or to backfill the beneficiary organisation for its costs to provide capacity to be supported.
- Costs of providing an entry platform.
- Engagement of the 'Connecters' with CBT, it's Managing and Learning Partner to be appointed to support the test and learn approach.

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Committee	Dated:
City Bridge Trust	7 th September 2018
Subject: Applications recommended for rejection	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report author: Ciaran Rafferty, Principal Grants Officer	

Summary

This report and the accompanying schedule outlines a total of 29 grant applications that, for the reasons identified, are recommended for rejection. Of these 23 applications were under Investing in Londoners criteria and 6 under Bridging Divides.

Recommendation

Members are asked to:

- Reject the grant applications detailed in the accompanying schedule

Main Report

1. There are 29 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 electronically. If any Committee Member wishes to query any of the recommendations, this can either be done at the meeting, in which case the decision may be deferred while full details are provided to the Member concerned, or by contacting the Trust office in advance of the meeting so that an explanation can be provided prior to or at the meeting.

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CBT Recommended for Rejection
The City Bridge Trust Committee – 7th September 2018
Summary of Recommendations for Rejection – Investing in Londoners and Bridging Divides

Investing in Londoners

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
<u>English for Speakers of Other Languages</u>					
May 2018	14728 RefuAid	RefuAid's Language: A Gateway Programme provides intensive and structured language tuition to refugees and asylum seekers as a stepping stone to higher education and employment.	Newly registered organisation, which at the time of application could not provide independently examined, full-year accounts. Organisational budgets/forecasts presented were optimistic.	£150,000	CR Southwark
<i>Total English for Speakers of Other Languages (1 item)</i>				£150,000	
<u>Improving Londoners' Mental Health</u>					
April 2018	14674 Carefree Kids	We are applying for funding to cover our qualified Volunteer Coordinator post who supports and delivers training to our volunteers.	The charity uses unqualified community volunteers to develop its own programme of play therapy to children and young people with psychological difficulties. This does not meet the standards required under your Improving Londoners' Mental Health programme of work.	£101,176	JGC Waltham Forest
April 2018	14675 Transgenerational Change Limited	To help us invest in the core infrastructure necessary to safely deliver long lasting change to more disadvantaged children with mental health difficulties	Following advice from the Comptroller and City Solicitor, the organisation was deemed ineligible.	£70,000	JNM Richmond
<i>Total Improving Londoners' Mental Health (2 items)</i>				£171,176	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested & Area	Officer
<u>Making London More Inclusive</u>					
May 2018	14686 Brighter Opportunities through Supported Play	Individualised/group out-in-the-community, structured, targeted, outcome focussed support to Havering disabled young people transitioning into adulthood and changing attitudes on how they are perceived and received.	A poorly presented application with confusing information, presenting outputs and outcomes that are not a close fit with your programme Making London More Inclusive.	£45,602	KAM Outside London
May 2018	14709 Demelza House Childrens Hospice	Demelza Paediatric Palliative Care Clinical Nurse Specialist: supporting families of seriously or terminally ill babies, children and young adults to maintain choice and control	The applicant applied for funding towards an existing post of Paediatric Palliative Care Clinical Nurse Specialist that was introduced a year ago to build capacity in the Paediatric Care team. The role is to work closely with families of very ill children being treated in hospital, advising them of the services on offer at the hospice. The applicant applied under your Making London More Inclusive programme, specifically claiming to meet the outcome: "helping people with a newly acquired or diagnosed disability to maintain choice and control in their lives." Given that the applicant receives funding awarded on a "spot purchasing" basis for in-hospice care and there is a financial incentive to securing hospice users, the proposal is not considered to meet the outcome of offering choice and control.	£136,144	JNM Greenwich

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested & Officer Area
May 2018	14697 Employment Autism	To fund the development and running of pilot work experience programmes and create resources to support organisations to adopt work experience models for autistic people.	The organisation is in the process of a significant re-organisation, with some elements of its work going to other charities. It has no free reserves and currently operates from a home address, with only one part-time employee - despite turnover of c. £300,000 p/a. A grant cannot be advised at this stage.	£202,000CR Westminster
May 2018	14715 First Step	Funding for First Step's Chief Executive Officer (Salary).	This organisation has one year of running costs in reserve, so is not a priority for your funding. The application also does not demonstrate impact against your funding criteria or show how funding the CEO's salary would allow it to meet the specific outcomes of your Making London More Inclusive programme.	£157,455 JNM Havering
April 2018	14617 October Gallery	To start an inclusive arts programme targeting all people of all ages with learning difficulties and disabilities to be part of our core education programme.	Whilst legally compliant, in your officer's view the day-to-day governance arrangements do not follow best practice or meet the standards required for a grant.	£33,500 RG Camden

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
April 2018	14658 St. Mary the Virgin Church Bexley	Access audit and design appraisal of proposed extension and church premises to ensure access for all.	The church already has wheelchair access and a hearing loop. All users need to use the toilets in the church hall, so building toilets in the main church building would benefit the whole congregation, including worshippers. Despite the church being accessible, there are very few communities taking place, besides the odd Summer fair. The application mentions that there are 110 church users. There are no stats on community usage or usage by disabled users. This is a weak application.	£840	JNM Bexley
<i>Total Making London More Inclusive (6 items)</i>				£575,541	
<u>Making London Safer</u>					
April 2018	14672 Anti-Tribalism Movement	To increase reporting of hate crimes by Somalis, and to improve agency responses to Somali victims of hate crime.	The organisation has no track record of delivering in this area of work. The planned activities are overly ambitious and the proposal lacks detail on what would be delivered.	£150,850	JGC Hammersmith & Fulham
May 2018	14714 Faith Matters	To reduce feelings of fear and vulnerability amongst female victims of anti-Muslim hate crime, empower them to report such crimes and gain access to support-services.	The proposal, in any one year, comprises no more than a total of 70 hours' direct, face-to-face service with other support provided by web/social media. As such, it provides poor value for money and uncertainty as to how significant outcomes for Londoners can be achieved.	£77,250	JXM Westminster
<i>Total Making London Safer (2 items)</i>				£228,100	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested & Area	Officer
<u>Older Londoners</u>					
May 2018	14690 Carers FIRST	Two years salary and activity costs towards a Carer's Support Co-ordinator supporting unpaid older carers and carers of people with dementia, confusion and memory loss.	From the information provided, it would appear that any funding awarded would be to top up the contract to deliver carers' services in Waltham Forest. Your guidance states that you do not top up statutory contracts.	£80,381	JNM Outside London
May 2018	14722 Lambeth Somali Community Association	Part time Project Worker who will work and support older people using a pool young volunteers that the right training of how assist older people	The organisation has negative free reserves. While a small request, it is for work with older Londoners - which the organisation has no experience of providing directly. The rate of pay proposed is below the London Living Wage.	£5,356	SD Lambeth
May 2018	14743 SS. John and Elizabeth Charity	To support the core costs of our Inpatient Unit counteracting increased expenditure on one-to-one nursing, for which we do not receive any additional NHS funding.	The proposed posts and work are too closely aligned to health care work and as such are not a close fit with the outcomes of your programme "Older Londoners."	£135,000	JXM Westminster
<i>Total Older Londoners (3 items)</i>				£220,737	
<u>Reducing Poverty</u>					
April 2018	14661 Citizens Advice Bureaux Havering	To proactively increase specialist advice/support in the areas of money, debt and housing whilst encouraging volunteer support for the longevity of these advice services.	This is a poorly presented application and an unrealistic request. The proposed project budget contains unspecified costs. The applicant has low free reserves and a pattern of over-spending. usually support.	£282,148	JNM Havering

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
May 2018	14693 Ealing Equality Council	To increase the availability of legal, debt and benefit advice specifically for isolated, low-income, vulnerable BME groups with housing& employment support needs in West London.	A poorly presented application, with conflicting information, where there appears to be no track record in delivering the service proposed. An over-ambitious request for two FTE posts, which you do not	£241,500	KAM Ealing
May 2018	14726 Making The Leap	To support young people from disadvantaged backgrounds by developing their essential skills and enabling them to improve their economic circumstances by progressing into employment.	Proposal is for careers-based employment support for young people, which does not meet your criteria.	£99,663	CR Brent
May 2018	14604 Oasis Community Hub Waterloo	To employ an Advice Centre Co-ordinator and Administrator to run a Foodbank and advice centre in Waterloo and manage a team of volunteers.	The application is primarily to provide money management workshops and debt advice, however the organisation does not hold a recognised management qualification or advice quality standard. As such, it does not meet your requirements for this programme.	£107,887	KAM Lambeth
<i>Total Reducing Poverty (4 items)</i>				£731,198	
<u>Resettlement and Rehabilitation of Offenders</u>					
May 2018	14716 Good Food Matters	Food Matters Inside and Out: Food activities to support 'through-the-gate' prisoners to aid resettlement, health and wellbeing.	A poorly presented application, which does not sufficiently address the priorities of your Resettlement and Rehabilitation of Offenders Programme.	£113,982	KAM Outside London
<i>Total Resettlement and Rehabilitation of Offenders (1 item)</i>				£113,982	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested & Area	Officer
<u>Strengthening London's Voluntary Sector</u>					
May 2018	14682 Croydon BME Forum	To employ a Capacity Building Officer (CBO) to oversee capacity building, leadership training, promotion of community cohesion and community engagement for Croydon's BAME community organisations.	Organisation has been entirely reliant on income from statutory sources and which now seems to be decreasing, with the result that any grant you may make would replace funding from statutory sources. Organisation has at least one full year's expenditure in free reserves.	£79,821	CR Croydon
May 2018	14713 FAIR TRAIN (GROUP TRAINING ASSOCIATION) LIMITED	Support 210 voluntary, community and social enterprise organisations to develop, implement and embed processes which increase their managerial capacity, enhance volunteer recruitment and increase retention	This proposal is to deliver a work-based learning training programme to London's voluntary sector to build capacity in volunteer management. The applicant is a training provider for work-based learning. It is not a London-based, second-tier support organisation - your preferred recipient of funds under this programme. The proposal is unrealistic in its scale and does not demonstrate a track record in delivering capacity building in volunteer management.	£260,307	JNM Outside London
May 2018	14729 Sen Talk CIC	Strengthening our volunteers programme to provide essential support and advocacy for children with autism and ADHD to ensure no children fall through the gaps.	Organisation is new and unable to provide one year's full accounts so, therefore, is ineligible.	£5,000	CR Wandsworth
May 2018	14745 Waltham forest community hub ltd	To share good practice with Waltham Forest's Voluntary Sector, strengthen smaller VCSE organisations and build our capacity to meet the growing demands of our service.	The applicant is not a second-tier organisation. Further, it has not demonstrated a proven track record in delivering high quality training to other voluntary and community sector organisations.	£103,500	JXM Waltham Forest
<i>Total Strengthening London's Voluntary Sector (4 items)</i>				£448,628	
Total Investing in Londoners				£2,639,362	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
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Bridging Divides

Positive Transitions

June 2018	14904 Achievement for All (3As) Ltd	Building partnerships between independent and maintained schools, providing professional development for teachers and schools and engagement with families to improve outcomes for all children including the most vulnerable and disadvantaged.	The proposal is for education focused work in and with schools to achieve educational outcomes and, as such, does not meet your priorities.	£216,000	CR Outside London
July 2018	14921 Give a Dog a Bone UK CIC	To provide an easily accessible, clean & creatively busy space for local residents to carry out varying levels of upcycled arts.	A poorly presented application with incomplete financial information. The bid comprises both capital and revenue - which you do not usually fund - and is from an organisation with no recent accounts.	£80,000	CR Enfield
June 2018	14903 Growbaby	Our immediate aim is to extend the Growbaby premises, the Hub, by knocking through and developing the next door shop, our secondary aim is to cover our rental costs.	Proposal is for both capital to renovate a rented shop and revenue to pay towards the rental costs - neither of which suitably meets your priorities.	£86,113	CR Kingston
May 2018	14886 One World Foundation Africa	Empowering young ex-offenders and those on mental health rehabilitation programmes to make positives changes in their lives.	Proposal is for work with ex-offenders and with young people with mental health needs, though the organisation demonstrates no expertise or significant track record in either.	£80,157	CR Newham

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
April 2018	14662 The Age of No Retirement CIC	We are seeking funding to run a pilot of The Common Room service in London - to demonstrate the power of community-rooted intergenerational reciprocity and human connection.		£150,000	CR Barnet
June 2018	14889 The Lullaby Trust	Little Lullaby, a peer-support project that targets and supports young parents aged 25 and under, to reduce isolation and the risks of Sudden Infant Death Syndrome (SIDS).	The proposal does not meet your specific priorities for support.	£62,109	RG Westminster
<i>Total Positive Transitions (6 items)</i>				£674,379	
Total Bridging Divides				£674,379	
Grand Totals (23 applications under Investing in Londoners + 6 under Bridging Divides)				£3,313,741	

Committee	Dated:
City Bridge Trust	7 th September 2018
Subject: Applications to the Cornerstone Fund, Stage 1	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Jenny Field, Deputy Director of City Bridge Trust	

Summary

This report advises members of Cornerstone Fund Stage 1 applications approved or declined under delegated authority since your last meeting.

Recommendation

Members are asked to:

- Receive this report and note its contents

Main Report

The Cornerstone Fund (the additional funding of £3m that was approved to establish a strategic fund for civil society infrastructure support, of which £2.8m remains) Funders' Panel¹ met on 11th July 2018. You may recall this has a two-stage application process. The panel met to discuss the Stage 1 applications and to decide which of these should be recommended to receive grants to develop their bid to Stage 2. The applicant will then follow the application process of whichever funder (as shown in the table below) considers a particular proposal best aligns with their interests.

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¹ comprising representatives from Big Lottery Fund, Trust for London, Mercers Company, John Lyons Charity, Cripplegate Foundation, Greater London Authority, London Councils and London Funders

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City Bridge Trust Cornerstone Fund Stage 1

Grants approved by Delegated Authority – 7th September 2018

Ref & Organisation	Recommended Amount	Project Description	Expressed interest in receiving Stage 2 application
<u>Anniversary Programme</u>			
14842 British Refugee Council	£20,000.00	£20,000 towards staffing and associated running costs to explore the development of a pan-London forum to enable Refugee Community Organisations to directly influence the bodies whose policies, practices and strategies impact the lives of refugees and asylum seekers.	City Bridge Trust
14837 Community Links Bromley	£19,930.00	£19,130 towards the research, consultation and development costs of a project to enable communities to be better engaged with health and care commissioning, resulting in better health and wellbeing outcomes for London's communities.	City Bridge Trust
14819 H4All Community Interest Company	£20,000.00	£20,000 towards staff costs and associated running costs to test out how to support civil society organisations in LB Hillingdon to deliver improved health and wellbeing outcomes for its diverse communities.	City Bridge Trust
14839 HEAR Equality and Human Rights Network	£20,000.00	£20,000 towards the salary costs of HEAR and four of the collaborating organisations, together with the associated running costs of a project to test the use of innovative, accessible digital means to enable equality-focussed grassroots organisations to make connections across the voluntary, public and private sectors.	Big Lottery Fund

Ref & Organisation	Recommended Amount	Project Description	Expressed interest in receiving Stage 2 application
14847 Kingston Voluntary Action	£17,000.00	£17,000 towards the co-design and testing of a project to build data literacy and digital skills in small local charities and community groups.	City Bridge Trust
14840 London Village Network	£0	No development grant required. Straight to stage 2: £20,000 to join up youth services so that disadvantaged young people know where and how to go for provision and support; to reduce inequality by helping to create a more collaborative society.	John Lyon's Charity
14841 Migrants Rights Network	£5,050.00	£5,050 towards staff costs to scope out the proposed project (£2,050) and to secure legal opinion on safeguarding voices (£3,000).	City Bridge Trust
14831 Partnership for Young London	£18,500.00	£18,500 towards a pilot of different approaches to how young people can use research methods and data to bring about systems change.	City Bridge Trust + possible contribution from John Lyon's Charity
14821 Race On The Agenda	£19,400.00	£19,400 towards a Project Manager, associated overheads and workshops and events of a pilot seeking to address the communication and media support needs of BAMER organisations in London.	City Bridge Trust
14848 Sheila McKechnie Foundation	£17,425.00	£17,425 towards a project to test how social change systems can be more inclusive of under-represented voices.	Trust for London

Ref & Organisation	Recommended Amount	Project Description	Expressed interest in receiving Stage 2 application
14846 The Winch	£19,150.00	£19,150 to test and further develop a community-led, systems change approach at a hyperlocal level on the Chalcot's Estate.	Big Lottery Fund Trust for London

Total Anniversary Programme (11 items) £176,455.00

Grand Totals **£176,455.00** **(11 items)**

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CBT Cornerstone Fund Declined by Delegated Authority

Request Status is 'Declined'

Summary of Declined Applications - Cornerstone Fund

Ref & Organisation	Purpose	Reason for Rejection	Amount Requested	Grants Officer & Area
<u>Anniversary Programme</u>				
14843 Age UK London	Devising a partnership plan to upskill older peoples? organisations and create lifetime neighbourhoods leading to older Londoners co-producing campaigns for real change, better services and truly viewed as community assets.	This application was not as strong as others submitted in this round.	£16,094	JF Camden
14835 Barking & Dagenham Council for Voluntary Service	To develop and nurture Generous Leaders to work on collaborative projects locally, and in so doing promote shared goals, and their own organisational sustainability	This application was not as strong as others submitted in this round.	£10,367	JF Barking & Dagenham
14836 Community Barnet	Create a pan-London approach to improve community mental wellbeing called Moodboosting which will strengthen and create resilient communities, and ultimately reduce demand on acute health and social care services- £19580	This application was not as strong as others submitted in this round.	£19,580	JF Barnet

Ref & Organisation	Purpose	Reason for Rejection	Amount Requested	Grants Officer & Area
14820 Hackney Council for Voluntary Service	We want to revive Hackney Giving by developing new donor relationships with local businesses, hosting Hackney Giving Live events and exploring the potential of utilising local fundraising volunteers.	Not a close enough fit with the priorities of the Cornerstone Fund.	£19,751	JF Hackney
14830 Hackney Council for Voluntary Service	To develop local Community Resilience models which support a public health approach to tackling youth violence/disenfranchisement focusing on the assets within young people, parents/carers and grassroots organisations.	This application was not as strong as others submitted in this round.	£19,513	JF Hackney
14844 Islington Law Centre	LICS will result in a fairer, more humanely administered, less erroneous benefits system, and enable people to assert their rights, receive entitlements, improve income, and boost their health and well-being.	This application was not as strong as others submitted in this round.	£20,000	JF Islington
14838 LGBT Consortium	Developing a strong evidenced business-case for a community-hub serving diverse and intersecting LGBT communities across London.	Not a close enough fit with the priorities of the Cornerstone Fund.	£18,000	JF Outside London

Ref & Organisation	Purpose	Reason for Rejection	Amount Requested	Grants Officer & Area
14822 ROYALS Youth Centre	Healthy Cooking & Life Skill Activities for young people and 8-14 including some parents. We are requesting £19062 for our project	Not a close enough fit with the priorities of the Cornerstone Fund.	£19,062	JF Havering
14834 Women's Resource Centre	Using data from multiple sources as the evidence base, this co-produced social change leadership programme will enable stronger voices and engagement with and for BAME women in London. Requesting £19741.	This application was not as strong as others submitted in this round.	£19,741	JF Islington
14829 Young Brent Foundation	YBF is requesting £14,989 to develop an innovative enterprise learning and support programme for the grassroots youth sector in Brent (with the potential for subsequent roll-out further afield in London).	This application was not as strong as others submitted in this round.	£14,989	JF Brent
<i>Total Anniversary Programme (10 items)</i>			£177,097	
Grand Totals (10 items)			£177,097	

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Committee	Dated:
City Bridge Trust	7 th September 2018
Subject: Funds approved under delegated authority	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Ciaran Rafferty, Principal Grants Officer	

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

Young Futures CIC
(Approved 6/7/18)

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

Requests £10K - £25K

Charity Tax Group
(Approved 12/6/18)

£20,000 to Charity Tax Group Ltd towards the costs of research on the value of VAT reliefs for charities in the context of Brexit.

Requests £25K - £50K

Whizz-Kidz
(Approved 19/6/18)

£48,800 over two years (£24,400; £24,400) towards the Fair Chance in Sport programme in London.

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 2018	7,966	4	0	0	0	0
July 2018	12,520	5	0	0	29,720	1
September 2018	2,800	1	20,000	1	£48,800	1
Total for year to date	23,286	10	20,000	1	78,520	2

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Principal Grants Officer
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Committee	Dated:
City Bridge Trust	7 th September 2018
Subject: Withdrawn & Lapsed applications	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Ciaran Rafferty, Principal Grants Officer	

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

Withdrawn Applications:

Migrant & Refugee Communities Forum

Purpose of Request

To secure stable organisational infrastructure, improve access to mental health services for migrants and refugees and scale-up support to community organisations in managing volunteers.

- The application is for core funding. The applicant therefore opted to withdraw and submit an application to Bridging Divides.

Brent Play Association	<p>To increase the opportunities for young people with disabilities to participate in a range of activities and opportunities designed to help them reach their fullest potential.</p> <p><i>- The applicant organisation is ineligible for your Small Grants programme, as its annual income is consistently well in excess of £75,000. The applicant withdrew their application so that they could consider applying to one of the main Bridging Divides programmes.</i></p>
Walworth Garden Farm	<p>To support our Horticultural training programme.</p> <p><i>- The applicant has withdrawn their application in order to submit a bid under Bridging Divides.</i></p>
Bonny Downs Community Association	<p>To provide exercise, social and creative activities; advocacy and a new day centre for vulnerable elders aged 75+ in Newham.</p> <p><i>- The applicant decided to withdraw as their request is a better fit for Bridging Divides.</i></p>
Link Age Southwark	<p>Connecting older people with communities through befriending, exercise and activity groups, transport, and information services.</p> <p><i>- The applicant withdrew their application in order to submit an application to Bridging Divides.</i></p>
Share Community	<p>Funding of our Outreach and Wellbeing Manager to oversee delivery of a programme of arts, sports and independence activities for disabled people from SW London.</p> <p><i>- The applicant decided to withdraw with a view to submitting an application to Bridging Divides.</i></p>
The Listening Place	<p>To help fund the cost of additional space needed to provide a safe haven from which to provide on-going support to people with suicidal feelings.</p> <p><i>- The applicant decided to withdraw their application in order to make a more suitable application at a later date.</i></p>

The Woodfield Project

Three-year funding for a full-time manager to coordinate the activities and bookings at the site, oversee the volunteers, promote the facilities and help with fundraising.

- The applicant opted to withdraw, with a view to re-applying once the organisation is in a position to show annual income.

Acton Play Projects and Leisure Events

The Kitchen and Garden Project - funding the gardening sessions with children and young people to grow vegetables and fruit for the homemade meals prepared at the open access, drop-in sessions.

- The applicant organisation is ineligible for your Small Grants programme as its annual income exceeds £75,000. The applicant decided to withdraw in order to consider applying to one of your main grants programmes.

Lapsed Applications

Harrow Foodbank

Harrow Foodbank provides food parcels for people in crisis and signposts them to additional services in order to help address their longer-term needs

- Despite reminders from your Officer, financial information required was not received.

Withdrawn Applications: 9

Lapsed Applications: 1

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Committee	Dated:
City Bridge Trust	7 th September 2018
Subject: Variations to grants/funds awarded	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Ciaran Rafferty, Principal Grants Officer	

Summary

This report informs Members of those grants 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 grants outlined below (totalling £150,001) have been agreed by the Chief Grants Officer, in line with the revised delegated procedure for the amendment of grants as agreed by your Committee in October 2004.

Refuge

In January 2016 a grant of £84,600 over three years was awarded to Refuge towards part-time salaries of 2 child support workers in Lewisham. Two years of payments totalling £55,800 have been made although an underspend was achieved as there had been significant vacancies throughout. The project had also fallen short of its intended outputs and outcomes. In the end your funding was terminated and a balance of £42,451 (including the underspend) revoked.

Widehorizons Outdoor Education Trust

You awarded the above £122,500 over three years in November 2017 towards a f/t post and associated costs. The grant was conditional on confirmation of a revised loan agreement the organisation sought with the local authority. The condition was met and the grant commenced. However in July 2018 the organisation informed the Trust that the local authority had withdrawn its support and that it would cease to trade at the end of that month. A report for the work done to then with your funds has been received and the balance of the grant - £101,050 – revoked.

Age UK London

In July 2016 £113,200 was awarded for three years for some posts and project costs. Of thee, a sum of £1,500 earmarked for evaluation in year 1 was unused and has now been revoked.

South London Theatre Buildings Preservation Trust

A grant of £5,000 for an access audit was approved in September 2014. The actual cost of the audit came in at £1,800 meaning that the balance of £3,200 was revoked.

Fulham Good Neighbours

£2,400 was awarded in September 2016 for an eco-audit of which £400 was not needed and has been revoked.

Bonny Downs Community Association

£3,000 was awarded for an eco-audit for which there was an underspend of £600, which has now been revoked.

Age Exchange Theatre Trust

From the £2,400 awarded for an eco-audit the £400 for contingency has not been needed and has now been revoked.

Vine United Reformed Church

£400 of the £2,400 awarded for an eco-audit has not been required and so has been revoked.

Ciaran Rafferty

Principal Grants Officer

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Committee	Dated:
City Bridge Trust	7 th September 2018
Subject: Strategic Initiatives – monitoring reports	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Ciaran Rafferty, Principal Grants Officer	

Summary

This report introduces monitoring reports provided by two of your current Strategic Initiatives and sets out a schedule for future reports through to your meeting in May 2019.

Recommendation

Members are asked to:

- a) Receive this report and note its contents
- b) Consider the list of Initiatives at Appendix A with a view to nominating those where they would like to see a report at a future Committee.

Main Report

1. You have asked to receive reports on the various Strategic Initiatives currently operational. These are in addition to the reports you receive from learning visits to organisations funded through your standard programmes – which are elsewhere in your papers.
2. Two reports follow: one on the grant to Hampstead Heath Charitable Trust awarded in April 2016; and one on Cranfield Trust for its capacity building support to CBT grantees.
3. In addition Appendix A provides a list of those larger Strategic Initiatives (ie grants of £50,000 or more) which are due to report within the next 8 months and the relevant Committee which might receive those reports. It is assumed that you receive 2 written reports at each of your Committees. In some instances a verbal update by one of the grantees may be scheduled as part of your regular “guest speaker” slots. Members are invited to nominate any particular projects on Appendix A for which they would like to see a report.

Ciaran Rafferty, Principal Grants Officer
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APPENDIX A

Ref	Name	Project	Grant Start - End	Monitoring Report due	Possible Report to Ctte
13003	Hampstead Heath C/Trust	£400k over three years for an environmental learning programme	April 2016 – March 2019	June 2018	Sept – included in these papers
13760	Cranfield Trust	£205,100 over 18 mths to provide 95 charities with support	Jan 2017 – June 2018	July 2018	Sept – included in these papers
12776	Heart of the City	£287,328 towards costs	July 2015 – June 2018	July 2018	Sept
14126	Age UK	£337,000 over 18 mths for the Action Fraud project	July 2017 – Dec 2018	July 2018	Nov
13494	Habinteg Housing Assoc	£311,000 over 5 years for the Access Advisory Service	July 2016 – June 2021	August 2018	Nov
14127	Participatory City Foundation	£450,000 over 2 years for work in Barking & Dagenham	July 2017 – July 2019	Sept 2018	Nov
13987	LGBT Consortium	£217,000 over 3 years for an online mapping tool of services for LGBT Londoners	Sept 2017 – Aug 2020	Sept 2018	Nov
13986	Opening Doors London	£165,000 over 3 years to develop quality of services for older LGBT Londoners	Oct 2017 – Nov 2020	Sept/Oct 2018	Nov
13988	GMI Partnership	£281,000 over 3 years to expand 7 diversify work in London	August 2017 – Feb 2021	Sept 2018	Nov
13726	Mayor's Fund for London	£500,000 over 2 years for the Enterprise Advisor Programme	Nov 2016 – Oct 2018	Nov 2018	Jan 2019
12839	London Funders	£172,500 over 3 years to develop Hackney, Newham & Tower Hamlets Giving	Oct 2015 – Oct 2018	Nov 2018	Jan 2019
CR	Gingerbread	£50k for research	Nov 2017 – July 2018	Nov 2018	Speaking at Sept Ctte
13259	Legal Education Foundation	£320,000 over 3 years for Justice First Fellowships in London	Jan 2017 – Dec 2020	Jan 2019	Spoke at Ctte in 2018
14849	Cranfield Trust	£68,400 over 6 months for the Strive programme	July 2018 – Jan 2019	Jan/Feb 2019	March 2019
13055	Human Trafficking Foundation	£225,000 over 3 years towards core costs	Jan 2016 – Feb 2019	Mar 2019	May 2019
12990	Barbican Centre Trust	£400,000 over 3 years towards projects in east London	March 2016 – March 2019	March 2019	May 2019

HAMPSTEAD HEATH CHARITABLE TRUST

Green Spaces, Learning Places

Year 2 Evaluation Report

'Green Spaces, Learning Places', the CoL Open Spaces Department's innovative learning programme, contributes to the health and wellbeing of residents of some of London's most deprived communities by connecting them more powerfully to their local green spaces.

Since 2016 the Open Spaces Learning Team have delivered a programme which supports more Londoners to explore nature, learn about the environment and increase their wellbeing through using their local green spaces regularly. We are concerned that Londoners are becoming disconnected from the natural world, and we know that people in deprived areas of London face more barriers than most to accessing nature. Our green spaces are often located near areas of high deprivation which makes us uniquely placed to tackle this challenge head on. We create engaging opportunities to connect people, particularly from deprived and urban communities, more powerfully to their local green space. Our goal is to get people outdoors to experience the good feelings and health benefits that we all know come from spending time in green spaces. A generous grant from the City Bridge Trust has enabled us to deliver our first two years of the programme and will continue to support a further year.

The programme focusses on five impact areas which made up our strategic learning framework: understanding, confidence, involvement, wellbeing, and connection. The programme delivers:

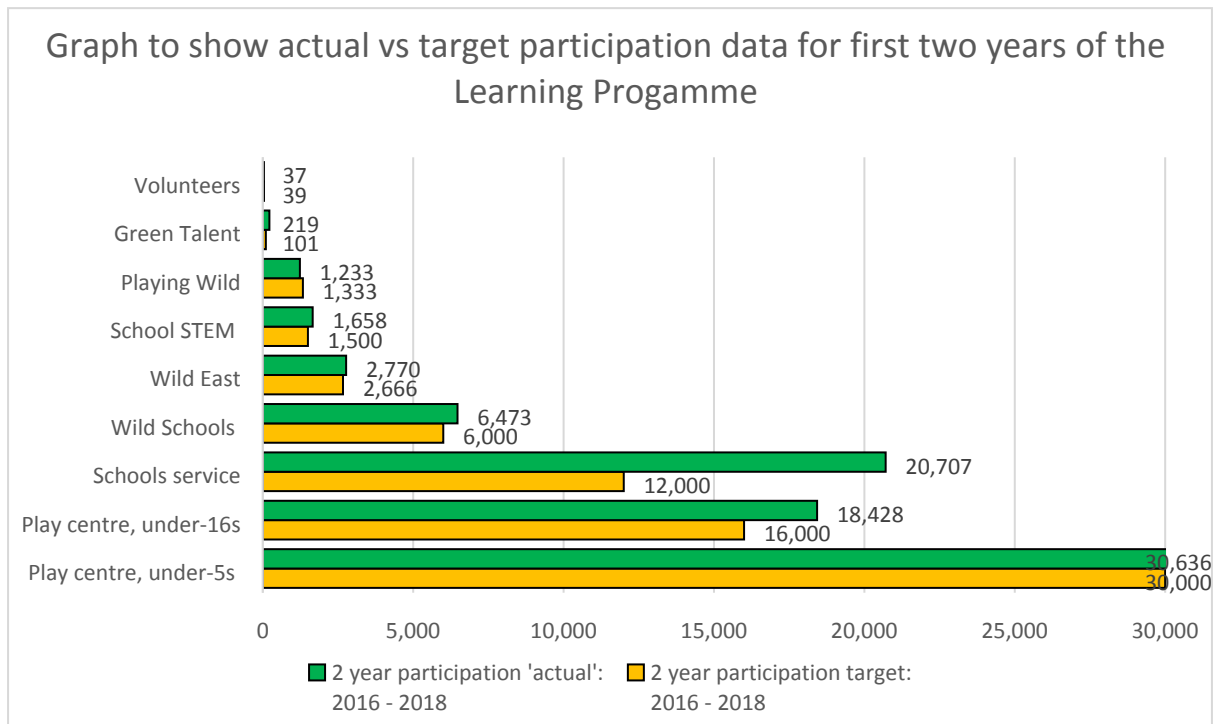
- Four innovative community based projects:
 - 'Green Talent' works with young people furthest from the job market, providing opportunities to explore careers in the environmental and green spaces sector.
 - 'Wild Schools' takes a full-school approach with a small number of London's inner city schools, working to embed outdoor learning in West Ham Park within the schools' ethos
 - 'Wild East' engages teams of volunteers from the local community, who work together to provide exciting mobile events for families in West Ham Park and Wanstead Flats – areas of high deprivation.
 - 'Playing Wild' addresses barriers to connection with nature through targeting families with under-5s through natural play activities on Hampstead Heath and Queens Park.

- Two reinvigorated school services (Hampstead Heath and Epping Forest):
 - We deliver high quality inspiring booked sessions to a wide range of schools across 12 London boroughs at our Epping Forest and Hampstead Heath education centres.

- Two reinvigorated play centres (Hampstead Heath):
 - An Open Access Play Centre for under-16 and a play centre for under-5s and their parents/carers, providing free, facilitated play opportunities.

- A volunteer programme which positions volunteers as a key beneficiary of the programmes we run in green spaces.

This innovative three-year learning programme has reached over 82,000 people in the first two years of delivery, 19% above our 2016-2018 two-year target of 69,604. The following graph illustrates the participation figures across the programme.



2016-18 programme highlights include:

- Over 950 school classes have participated in the programme, with 100% of participating teachers reporting that their learning outcomes have been met
- 9,886 children who are eligible for pupil premium (an indicator of poverty and disadvantage) have participated in our primary school programme
- 69% of Green Talent participants reported an increase in their wellbeing
- 52% of Wild East event participants were from black and ethnic minority groups
- Accreditations - the programme won the 2017 CoL Award for Innovation in Equality and Inclusion, and the Green Talent programme is shortlisted for the 2018 Horticulture Week Custodian Award for Best Community Initiative
- Learning officers were invited to showcase their work and share their expertise at the National Sustainable Schools Conference, London Environmental Education Forum and Culture Mile Learning
- A bespoke evaluation toolkit has been developed in collaboration with the University of Derby, the outcomes of which will be shared with the wider sector in December 2018.

The programme champions diversity and inclusion and reaches Londoners of all ages, abilities and backgrounds, taking practical steps to welcome and involve people through highly quality learning activities. Case studies (provided as an appendix) show the value of some of our projects supporting equality, inclusion, health and wellbeing, growing cohesive communities and enabling Londoners to thrive.

To conclude, the Green Spaces, Learning Places project has been very successful in engaging Londoners with their local green spaces, with 82,000 people benefiting over the programme's first two years. The Open Spaces Learning Team are committed to reflecting on their work, and we are particularly excited to have developed and launched an evaluation toolkit with the University of Derby. This toolkit will help us learn more about the impact we are making, and we will use this learning to ensure we are providing the best service for our communities.

Appendix: 'Green Spaces, Learning Places' case studies

Case Study 1

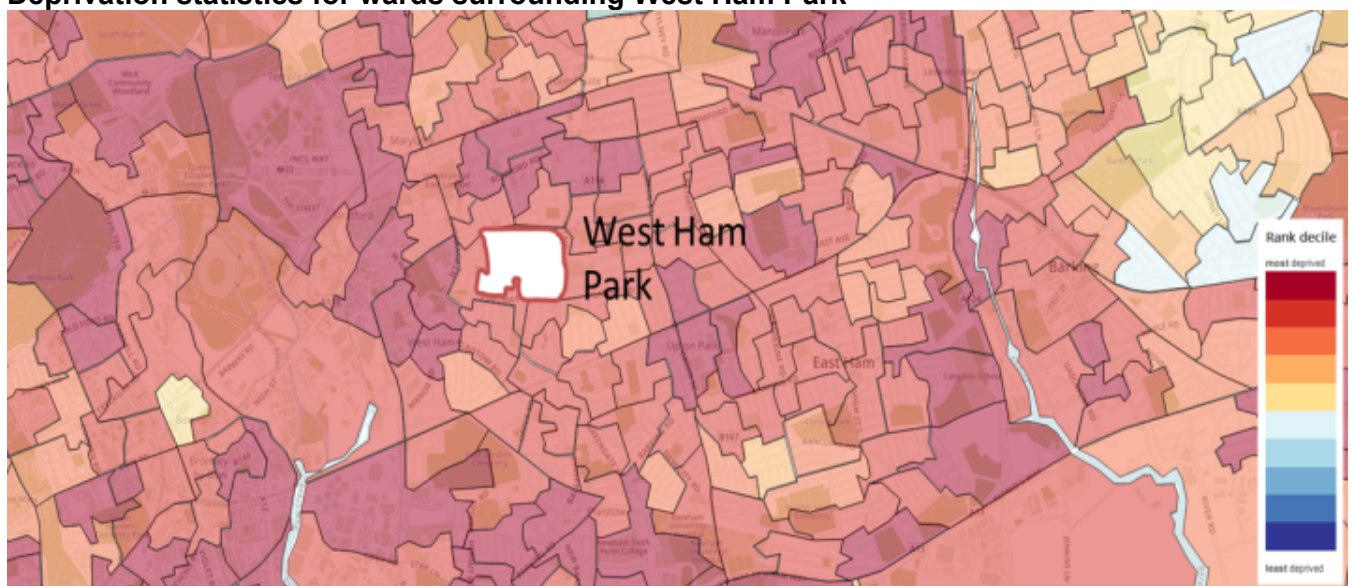
Growing cohesive communities and supporting equality and inclusion in health and wellbeing

The Wild East programme targets communities in Newham, where there are over 100 languages spoken and significant numbers of ethnic minorities, including Indian (14%), African (12%), Bangladeshi (12%) and Pakistani (10%). In addition, Newham is an area where levels of physical activity are low, the poverty rate is 37%, and self-reported life satisfaction is below the national average.

The programme engages people from these communities to deliver mobile learning activities in West Ham Park and Wanstead Flats, which in turn reach more members of the community including local family groups. Activities designed to get people moving through the green spaces whilst making observations, sharing knowledge and discussing ideas help people to connect to nature in their local green space. For both volunteers and the wider participants, the activities enable them to be aware of the local open spaces, be physically active, connect socially, learn new skills, make a contribution, and spend time outdoors, all of which contribute to improved health and wellbeing.

1. The following map illustrates the areas of deprivation surrounding West Ham Park:

Deprivation statistics for wards surrounding West Ham Park



Case Study 2

Environmental education programmes introducing London's school students to the benefits of green spaces, including those experiencing disadvantage

One of the ways the programme enriches lives and supports young people to reach their full potential is via our schools programme, which reaches children growing up in poverty and children whose parents do not take them to visit green spaces or engage in out-of-school learning activities.

- *“This is my first experience in nature, I have a bond with nature but my mum can't take me to the park”* primary school student, Hampstead Heath.

Analysis of our school data shows that over 20,000 primary school students from state schools visited the programme in the first two years, and that 43% of these students are eligible for pupil premium, compared to an average of 28.2% across London. Pupil premium is allocated to children who have been in receipt of free school meals, looked after or adopted from care, and is an indicator of poverty and disadvantage. The attainment gap between disadvantaged pupils and their peers has been an ongoing area of concern in education, and our programmes are reaching the children who can benefit the most.

- *“In England a child's socio-economic status is the best predictor of their educational attainment..... this disproportionate lack of qualifications among disadvantaged young people has a substantial impact on every aspect of their future, from employment and pay to health and happiness”* Report for the Joseph Rowntree Foundation.

The programme enables children to solve problems, be creative and work as a team – elements which build their confidence as learners – whilst showing them the relevance and application of their knowledge and skills in the wider world, raising their aspirations and supporting them to reach their full potential.

Case Study 3

Enabling young people to thrive, especially those experiencing disadvantage and marginalisation.

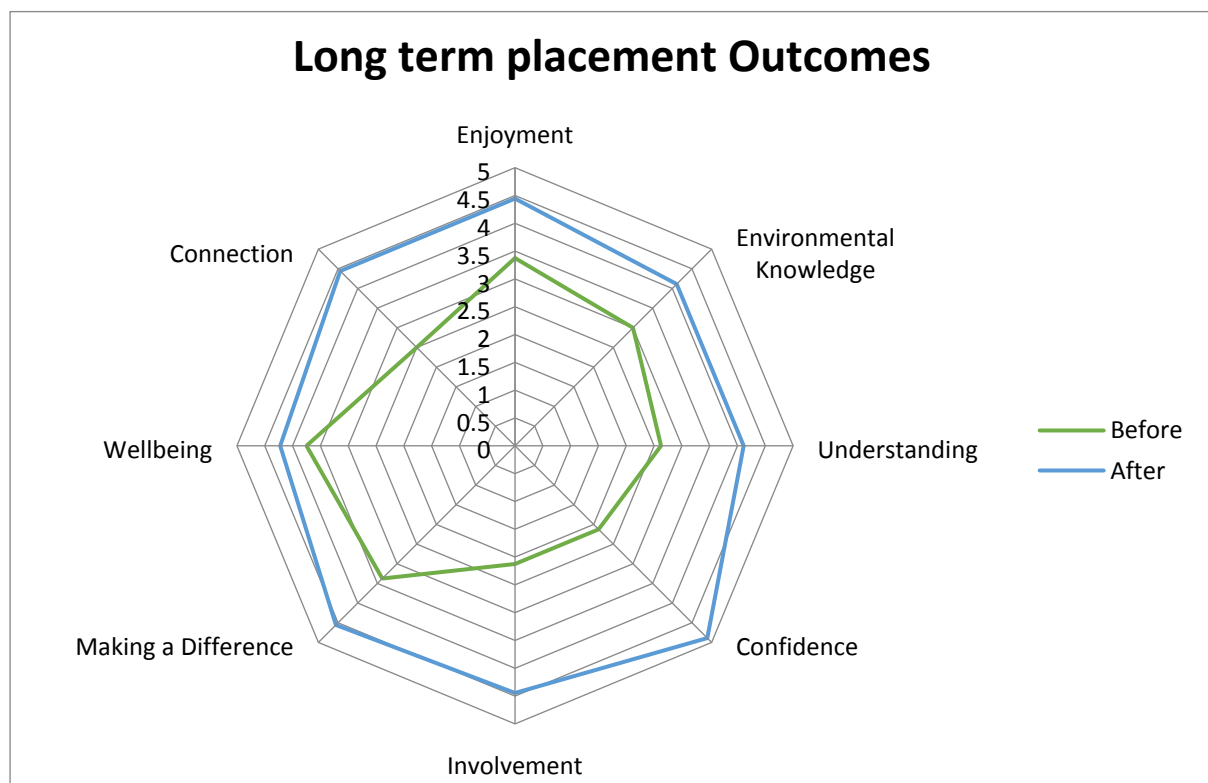
Bespoke and in-depth talent and skill building programmes are offered through our Green Talent project, which targets young people who are furthest from education or employment, providing facilitated opportunities for participants to reflect on and build skills relevant to their career aspirations. The programme reaches out to and engages students in Pupil Referral Units who have struggled within formal education

settings and young people who have been unemployed long-term (NEET). This programme enables participants to recognise and develop their individual talents and skills, and to explore careers in the environmental and green space sector, including conservation, leisure and education.

Comments from our Green Talent participants show how the programme has boosted their confidence and broadened their skills, knowledge and horizons - both of which are key to enabling people to expand their career and life opportunities:

- *“The work experience placement really boosted my confidence, I really enjoyed being able to do lots of different activities. I found the whole thing very motivational and calming”*
- *“The work experience was truly eye-opening into the reality of work and how work opportunities can vary. I am not limited to select a few occupations”*

The programme includes long term supported work experience placements, and the young people participating in this programme has told us that the impact has been high. The outcome stars diagram below illustrates the change in young people’s self-reported perception from the beginning to the end of the programme (on a 0 – 5 scales where 1 = very low level and 5 = high level). The diagram illustrates a marked increase in confidence, from 2.2 to 4.8, and a sense of involvement from 2.2 to 4.4.



STRIVE PROGRAMME REPORT

28 June 2018



INTRODUCTION

Launched in December 2016, STRIVE is an 18-month programme funded by the City Bridge Trust. STRIVE provides independent, confidential business advice and guidance to City Bridge Trust grant holders, helping them to address key management issues and challenges, and to improve their resilience and sustainability.

The Cranfield Trust has been working with charities for nearly 30 years, delivering management consultancy projects that support charities with everything from strategic planning to improving financial processes, building a strong board or creating an effective marketing plan.

The STRIVE programme's aims are to work with 95 frontline organisations in total, over an eighteen month period December 2016 – June 2018. Of the 95 organisations, 70 are City Bridge grantees, 25 are other charities operating in London, which fall within City Bridge Trust's and the Cranfield Trust's remit. We planned to complete the programme in May 2018, but as demand built over the course of the programme, we were granted an extension to end June 2018.

STRIVE programme projects are a substantial part of the Cranfield Trust's overall work in London, which in turn is the largest operating region of the Trust's national activities. This report is the closing report for the initial 18 month programme, aiming to highlight impact, continuing demand for The Trust's services and learning gained through the programme in the 18 month period.

During the STRIVE programme, the Trust has started new projects with 139 London charities in total, including 70 City Bridge Trust grantees. In total, we have had 187 projects active during the period. We have sought to learn more about the needs of charities for external support as part of the STRIVE programme, and have carried out a short survey, and held roundtable discussions, the results of which were published in a report 'Investing in the Sector, Investing in Ourselves'¹

From this we learned that areas in high demand for support matched the Trust's services well – strategic planning, marketing and HR were all areas where frontline charities are using, and need, external help. Another key learning experience during the STRIVE period was offering mentoring support to City Bridge Trust grantholders. A high level of interest, followed by some charities reviewing their requests to ask for other types of support, showed us that a clear, accessible offer of support helps charities to engage. We will be offering more straightforward 'packages' of support in this way in future.

It has been a privilege to work with the charities who have participated in STRIVE, we are grateful to the City Bridge Trust for enabling us to reach so many vital frontline charities with our support.

The Cranfield Trust

Fiona Fraser, Programme Manager

Alice Dabrowska, Head of Consultancy

Amanda Tincknell, Chief Executive

¹ <http://www.cranfieldtrust.org/sites/default/files/files/FunderPlusReport201803Web3.pdf>
STRIVE Programme Report to The City Bridge Trust

STRIVE PROGRAMME REPORT

28 June 2018



NEED FOR SUPPORT

We have continued to work to understand the needs for support in frontline charities, building on the experience we gather through our overall consultancy activity, and consulting charities about their challenges. Since reporting on the first twelve months of the STRIVE programme in early December 2017, we have held a roundtable event, in the presence of our Patron, Her Royal Highness The Princess Royal, and in partnership with The City Bridge Trust. This event aimed to better understand the support needs of charities and how funders and organisations like the Trust can improve non-monetary services and offerings (Funder Plus services).

Within the 12 month report The Trust identified five key trends in the issues and challenges charities are facing, and by early June 2018, we added a further trend in demand: organisations seeking to work more efficiently. These trends have been echoed in the findings of The Trust’s ‘Investing in the Sector, Investing in Ourselves’ report (March 2018), published following the roundtable event.

12 month report trends	Investing in the Sector Report (p7) Top 3 Support Needs Identified by Charities
<ul style="list-style-type: none"> ● Limited capacity to plan ahead ● Weaker financial management and planning ● Need for stronger governance ● Increased need for Human Resources expertise ● Supporting and Developing Leaders ● Staff Optimisation – Improving efficiencies in processes and people. 	<ul style="list-style-type: none"> ● 55% Marketing and Communication ● 53% Strategic Advice ● 48% HR Advice

RESPONDING TO SECTOR NEED

In closing the first 18 months of the STRIVE programme the Trust finds that these key trends remain and the event findings clearly identify a continuing demand. In a survey carried out for the report, the Trust found that 82% of respondents had used external support in the last year, and 52% had used external support more than once in the past year. The identified need for leadership support resulted in The Trust offering a mentoring package which has been received very positively. In the next six months, if the Trust’s application is successful, we propose to offer other ‘packages’ of support – clear offers of focused support to help organisations understand how we can help them. Further packages are potentially:

- HR Compliance
- How to get the most impact with an organisation’s resources (LEAN processes)
- Essential financial management and forecasting

STRIVE PROGRAMME REPORT

28 June 2018



PROGRESS AGAINST STRIVE TARGETS

The table below demonstrates the number of projects active (from Application Approved to Completed) against the STRIVE programme targets. There have been 70 new projects with City Bridge Trust Grantees since the start of the programme, out of those 19 have completed and 2 have completed with advice only. There have been 12 follow up projects, separate projects that have either grown from or are running adjacent to an original project brief. All outreach projects (25) have been achieved, and our total number of new projects started in London in the 18 month period is 139 (70 STRIVE, 25 STRIVE outreach, and 44 independent projects). The 44 includes 5 projects whom are City Bridge Trust grantees but who have come to The Trust through another funder offer.

The total number of closed enquiries for the STRIVE programme has been included, to demonstrate that The Trust has received and investigated a number of potential projects. Reasons for projects not going ahead include: the lack of time and headspace to continue with a project, often due to operational pressures including GDPR, the charity having received support from another source, it just not being the ‘right time’, and in a small number of cases, ill health of staff members.

We also have a pipeline of 45 open enquiries – organisations which are interested in working with us.

PROJECT CLIENTS	June 2018 Actual	Target
CITY BRIDGE TRUST GRANTEES	70	70
STRIVE PROGRAMME OUTREACH	25	25
INDEPENDENT LONDON PROJECTS	44	
TOTAL	139	95
ENQUIRIES		
Open Enquiries	45	
Closed Enquiries	32	

1. COMPLETED STRIVE PROJECTS

1.1 Completion Roadmap

This section outlines the number of expected project completions over the next one, three, six, nine and twelve months. These numbers only define the projects which are being monitored and have been assessed by a Project Manager, seven projects have been approved and are pending a Project Manager meeting to define their support needs – we have not yet given an expected completion date for this group.



This chart shows that we expect a gradual increase of closures from this month onwards, peaking within the next 6 months (end October 18). We expect to have approximately 70% of the projects closed within 6 months. This number is an estimate, as expected completion dates may be updated by Project Managers as projects evolve.

STRIVE PROGRAMME REPORT

28 June 2018



1.2 Completed Projects High Level View

Appendix A (p17) outlines in detail the deliverables, satisfaction and learning levels for the 19 projects which have already been completed. It also gives impact statement for each project. Activities have covered a range of management topics, see below.



"Just wanted to let you know that our charity shop opens this morning! Thanks so much for all your help and support - wouldn't have had the confidence to do it without your assistance! Much appreciated!"

Feedback provided by the Cranfield volunteer was invaluable in planning future delivery. We feel we are on a much stronger footing as a result. It will enable us to continue delivering services that we know are greatly valued by local families.

We asked for the Cranfield Trust's support in connecting us with an expert who could advise us on the best way forward in overhauling our ICT/telephony arrangements; the Trust found us exactly the sort of adviser we needed, and we have now improved our ability to deliver services, and reduced costs! We are very grateful.

** ON FILE + AVAILABLE IF REQUESTED*

STRIVE PROGRAMME REPORT

28 June 2018



2. PROJECT ANALYSIS (STRIVE / All London projects)

Further to the report submitted on the 12 June 2018, this section compares and analyses STRIVE projects against the Trust's London wide projects.

2.1 Comparison by Project Type

The chart on the next page looks at the different STRIVE project types compared with the Trust's total London number.

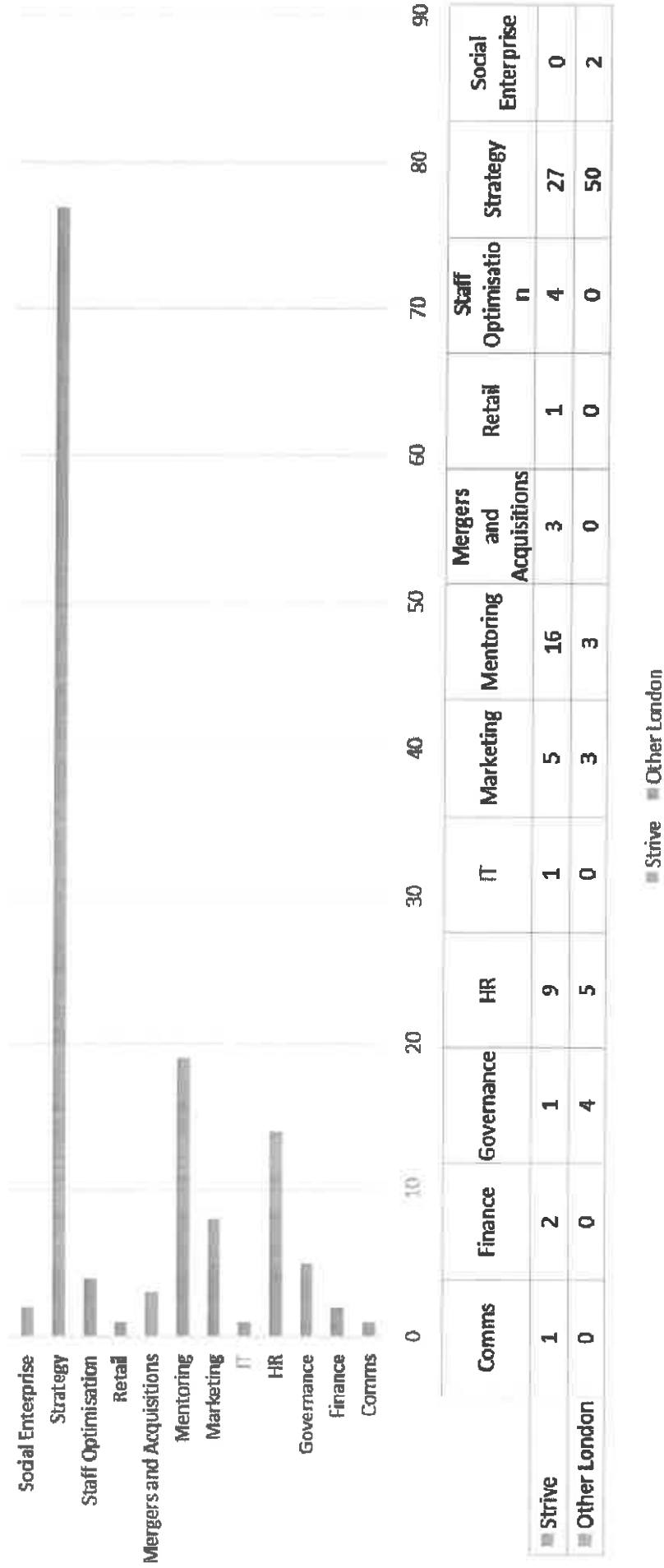
Strategy is the highest ranking project type, with 39% of STRIVE projects being strategy and business planning projects, involving work with trustee boards and Chief Executives, considering the future direction and planning activities and resources for charities. 56% of our total projects in London (including STRIVE) are strategy projects.

The next top two project types for STRIVE are mentoring at 23% and HR at 13%, mirroring London overall with mentoring at 14% and HR coming third with 10%. We boosted demand for mentoring support by promoting this strongly in May 2018, and had a very positive response. Mentoring projects have become the second most popular type of projects both for STRIVE and London wide, emphasizing the increasing desire to improve and develop leaders.

Relating to the trends, governance projects have slipped down to just 1% for STRIVE projects against the London average of 4%. Interestingly, our four merger projects accounted for in London were all STRIVE projects, both seeking to refine decision making around merger opportunities.

Since the December 2017 report a new project type has arisen. **Staff Optimisation** which aims to improve processes and structures increasing efficiencies and effectiveness. There have been four new Staff Optimisation projects which are all STRIVE projects, of these organisations all have sought to undergo organisation reviews to improve effectiveness.

All London Projects by Type: Strive projects within London Total



'Other London' includes 25 STRIVE outreach projects

STRIVE PROGRAMME REPORT

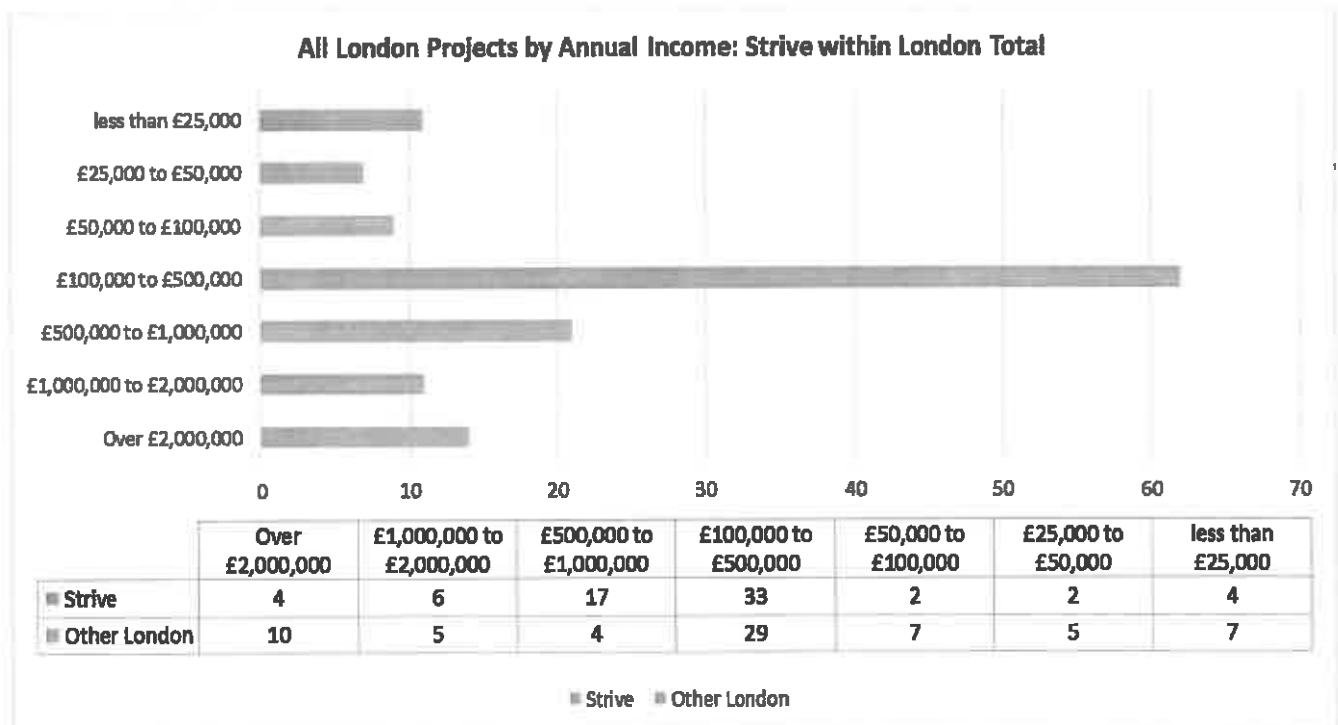
28 June 2018



2.2 Annual Income Comparison

In London, the financial size of all the organisations The Cranfield Trust works with ranges from under £25k to over £2m. Comparing all London projects against STRIVE projects, the following analysis has been drawn.

- **Nearly half of all STRIVE projects are within the £100k to £500k bracket:**
- 47% of STRIVE Projects are in the £100-£500k range, similar to the average London project at 45%.
- 24% of STRIVE projects are working with charities within the £500k-£1m range where the London average is 15%.
- 14% of STRIVE projects are with charities with over £1m turnover with the London average being 18%.
- The London average of 8% of charities being under £25k in size, is similar to STRIVE projects at 6%.
- Overall, STRIVE projects are largely with medium sized charities (with an annual turnover between 100k to £1m) with 71% of projects in this bracket. As highlighted in the December report, mentoring projects are still more requested by the financially bigger organisations however this has balanced a little with more medium sized charities requesting projects recently. All but one mentoring project is with charities with income of £100k and above.



STRIVE PROGRAMME REPORT

28 June 2018



2.3 Borough Base Comparison

The Trust's London projects span all 33 London boroughs, the STRIVE projects cover 21 London boroughs. Five projects are London wide. **The highest concentration of work is in North London in the boroughs of Camden, Islington and Haringey.**

Combined, STRIVE has 21% of projects in the boroughs of Camden and Islington, the London wide total is 23%. The next highest for STRIVE projects is Tower Hamlets with 10%, then Wandsworth at 9%. There is an increasing number of STRIVE projects in North London, adding Haringey to Camden and Islington; takes the total for these three boroughs to 24% of STRIVE Projects.

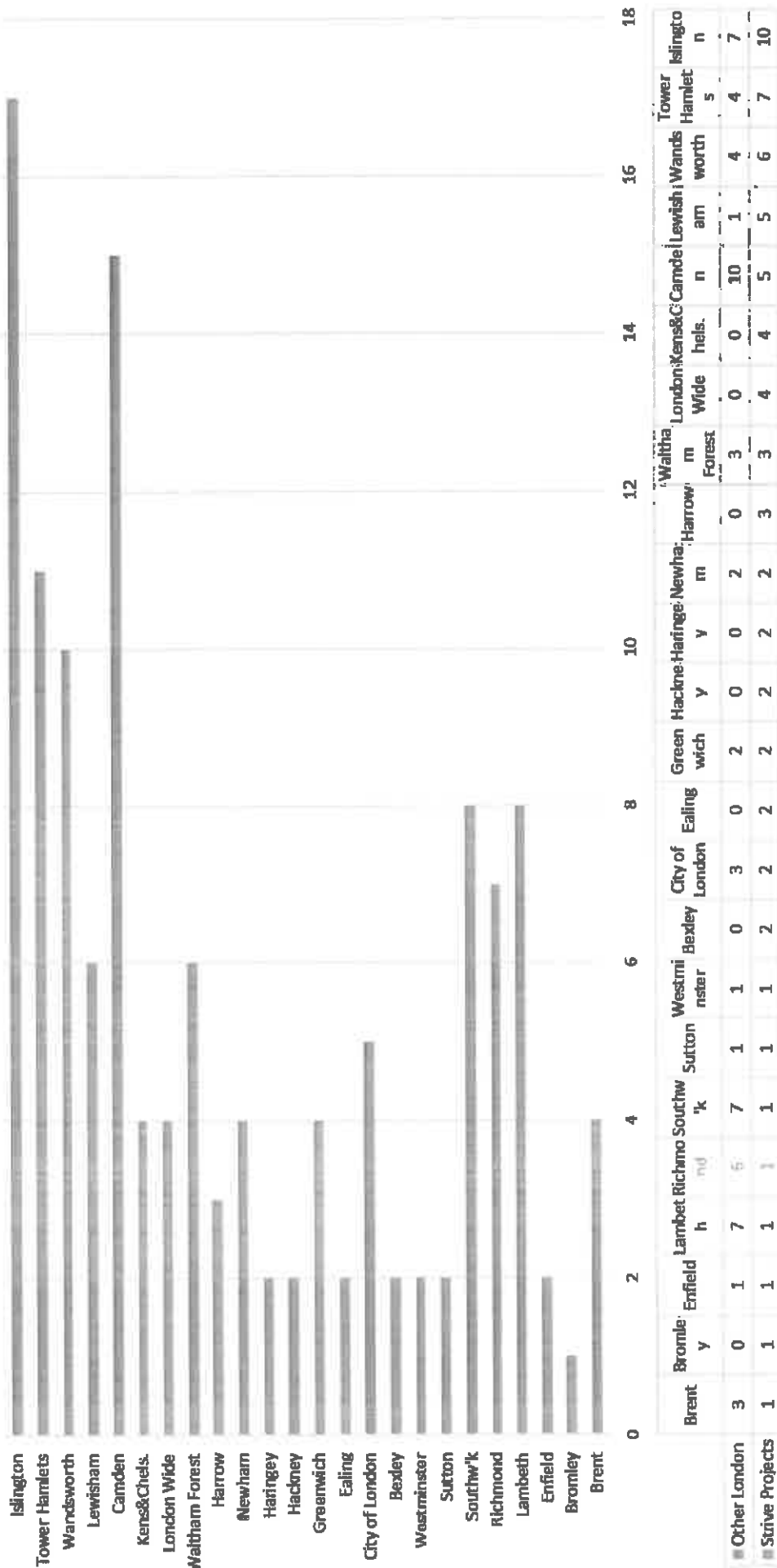
After this, there is a relatively even spread of projects with West London having slightly higher numbers. There have been no STRIVE Projects in Waltham Forest, Redbridge, Merton, Kingston, Hillingdon, Hackney, Croydon, Hammersmith and Fulham, and Barnet although we have had other London projects in these boroughs.

STRIVE PROGRAMME REPORT

28 June 2018



All Projects by Borough Base: Strive within London Total



STRIVE PROGRAMME REPORT

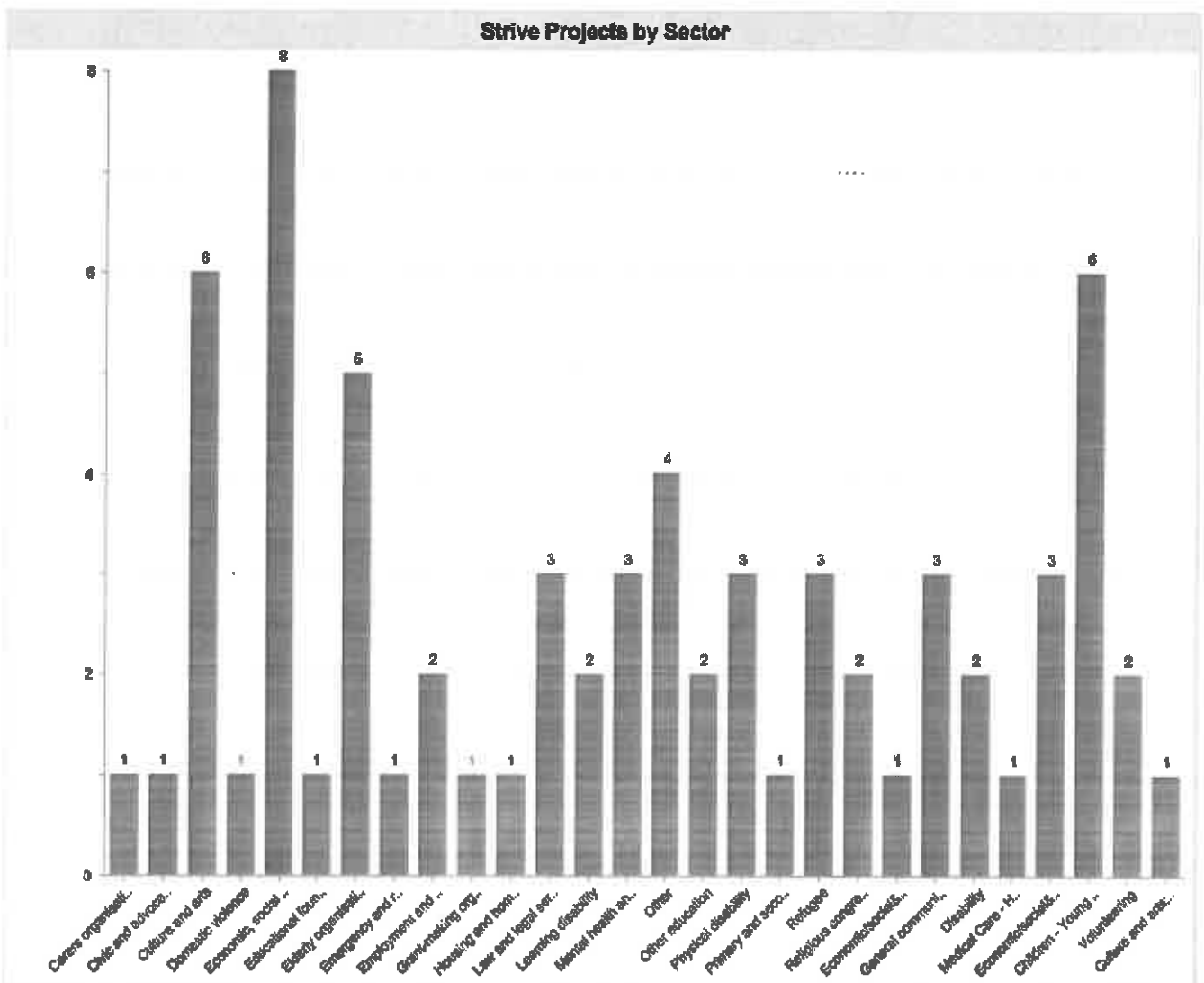
28 June 2018



2.4 STRIVE Project Analysis

A look at the charities by sector indicates that four sectors make up over 35% of the projects. These are:

- Economic, Social & Community Development
- Culture & Arts
- Children & Young People
- Older People's Organisations



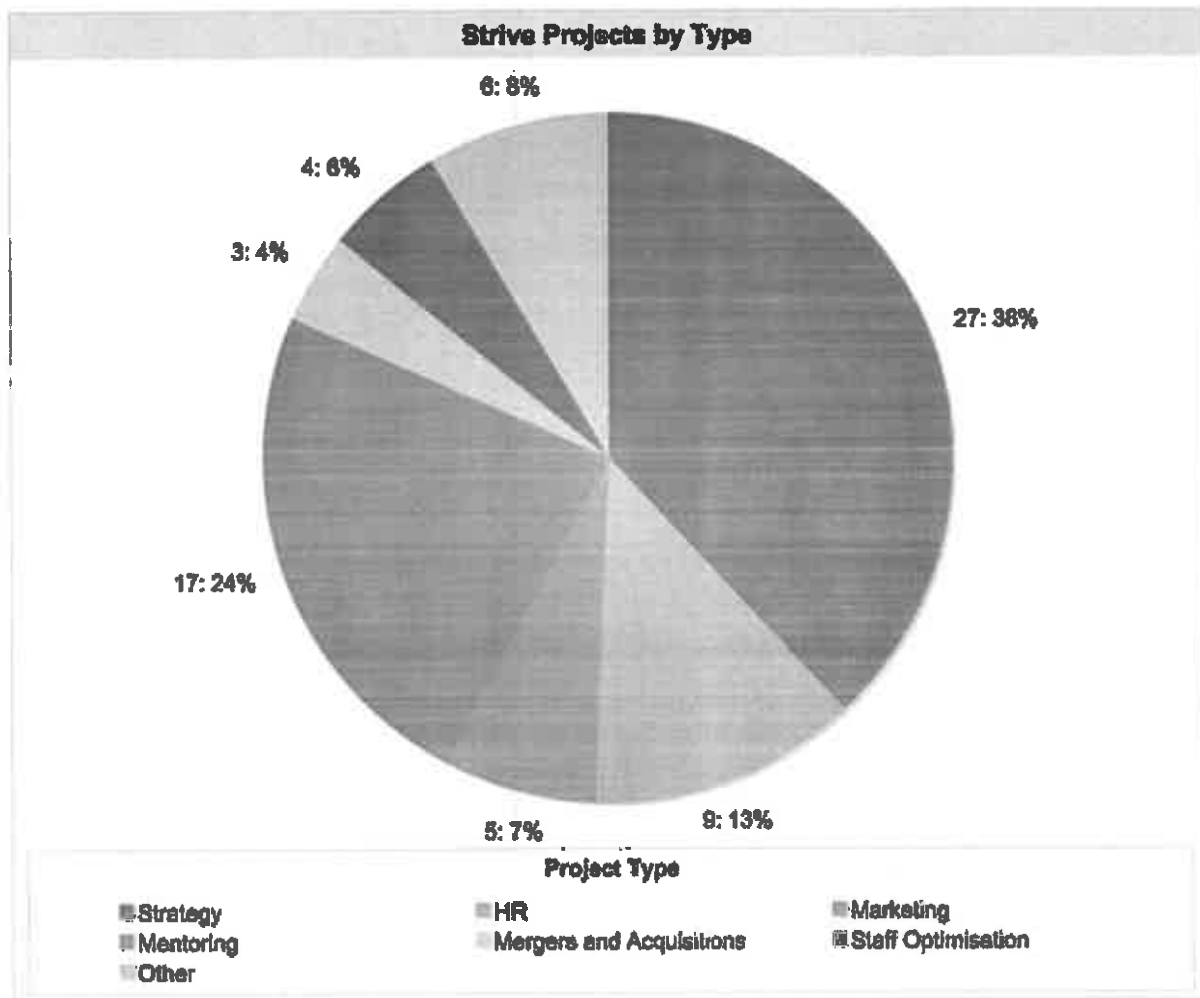
STRIVE PROGRAMME REPORT

28 June 2018



As outlined on p6-7, demand is greatest for strategy support and mentoring. Considering 47% of respondents to the Cranfield Trust Funder Plus survey cited Financial Sustainability as their greatest challenge it is positive, on one hand, that these organisations are thinking strategically towards a sustainable future but on the other it is disappointing not to see them reaching out to the Trust for financial planning support.

The Trust sees this as a significant opportunity and will look at ways to potentially market another package of services around financial management and forecasting, and to help charities improve the information they use for fundraising.



Committee	Dated:
City Bridge Trust	7 th September 2018
Subject: Report on Learning visits	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Jemma Grieve Combes, Grants Officer	

Summary

This report introduces learning visit reports for Oasis Children's Venture and Voluntary Action Harrow.

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:
 - a. Oasis Children's Venture supported under your programme for "Improving Londoner's Environment" to deliver a 'Green Prescription' programme for children and young people.
 - b. Voluntary Action Harrow under your programme "Strengthening London's Voluntary Sector" to provide monitoring, evaluation and impact support to local voluntary organisations.
3. You may notice that today's reports are in a new format. Grants officers are trialling this format for greater consistency and to facilitate better sharing of learning. Reports in the old format will continue to be reported to committee during the transition to the new style.

Jemma Grieve Combes
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LEARNING VISIT REPORT
Oasis Children's Venture 13968

1.1 Date of visit: 10/07/18	1.2 Name of visiting Grants Officer: Kate Moralee	1.3 People met with: JB and KN (environmental playworker)
1.4 Programme Area & Outcomes: Improving London's Environment More people reporting improved wellbeing through greater use of open spaces and through growing and greening initiatives; More Londoners with a greater knowledge and understanding of the 'green' environment and biodiversity		
1.5 Purpose of the award: £105,000 over 3 years towards a Green Prescription Programme for children and young people.		
Grant start date: 01/09/17		Grant end date: 01/09/20
MONITORING INFORMATION		
<p>2.1 Project Outcome 1: Londoners will have improved understanding and appreciation of the environment/local wildlife and develop improved outdoor confidence.</p> <p>2.2 Project Outcome 2: Londoners will have improved physical well-being through being next to nature.</p> <p>2.3 Project Outcome 3: Children and Young people will better understand the importance of food growing and its importance to healthy eating.</p> <p>2.4 Project Outcome 4: Londoners will have improved emotional well-being and experience reduced isolation through being next to nature.</p> <p>Progress made: In the first 10 months of the grant the organisation has delivered 76 after school learning sessions to 129 children; 45 under 5s sessions and parent/carer sessions to 32 adults and 52 children; 38 Saturday community sessions to 46 adults and 67 children and 5 community events with 198 attendees.</p> <p>An outcomes star is used with children who access the after-school service to measure their development. Each point on the star relates to a different aspect of wellbeing. The organisation has also implemented a Buddy Award Scheme where children are awarded buddy privileges when they have demonstrated specific skills or knowledge related to nature, food and food growing etc. Children with Buddy Awards can become peer champions. The organisation has not had the capacity to analyse the data to date due to an organisational restructure, however this information will be presented in the end of year report.</p>		
<p>2.5 Project Outcome 5: Londoners have increased decision making opportunities through developing and leading environmental activities and being actively involved in project planning and delivery</p> <p>Progress made: Attendees at some of the sessions are involved in planning the content and children who achieve Buddy Awards are champions for other children who attend activities.</p>		

GRANT OFFICER COMMENTS

Your officer met with one postholder being funded by the grant, the CEO of the organisation, and some adults and children accessing the parent/carer sessions at the Nature Garden.

- 1. Impact:** The project has suffered somewhat due to difficulties fundraising for the organisation's core costs. Although this has not directly affected the delivery of this project it has impacted on the overall management of the Nature Garden, including the capacity to market this project and the collection and analysis of data.

The project is successfully reaching a wide section of the local community. It is having a significant impact on children and young people's overall wellbeing by giving them a connection with and building their understanding of the natural environment. It has improved their skills and knowledge of nature and what to do in the outdoors e.g. foraging, recognising plants, the benefit of green spaces etc. There could also be a longer-term impact in that children will carry this knowledge and care for the environment into the future.

- 2. Learning:** The organisation has identified the need to plan the Family Saturday Sessions but remain flexible and responsive to the needs and wishes of the families who attend. It has learned which sessions are working well and which require more planning and marketing, including building local networks.
- 3. Knowledge:** this organisation has found that securing income to cover organisational infrastructure posts is difficult in the current challenging climate. This has a knock-on impact for the quality of direct delivery. There is an increasing need to work in partnership with other organisations with similar aims and objectives, which requires significant input from infrastructure staff.
- 4. Total assets:** The organisation asked if CBT could support access to corporate organisations with a view to securing some volunteering and potential longer-term relationships.

LEARNING VISIT REPORT
Voluntary Action Harrow 13191

1.1 Date of visit: 15/04/18	1.2 Name of visiting Grants Officer: Jemma Grieve Combes	1.3 People met with: AB
1.4 Programme Area & Outcomes: Strengthening London's Voluntary Sector More organisations with improved capabilities in monitoring, evaluation and impact reporting		
1.5 Purpose of the award: £85,200 towards the salary of a part-time Monitoring, Evaluation and Impact Development Manager and project running costs.		
Grant start date: 01/10/16	Grant end date: 01/10/19	
MONITORING INFORMATION		
2.1 Project Outcome 1: At least 80% of groups will have improved knowledge, skills and resources to design and implement monitoring, evaluation and impact reporting systems.		
2.2 Project Outcome 2: At least 80% of groups will have increased their confidence and ability to implement monitoring, evaluation and impact reporting systems.		
<p>Progress made: In the first 1.5 years of the grant the organisation has delivered:</p> <ul style="list-style-type: none"> • Tailored 1-2-1 support and advice to 35 groups covering aspects such as monitoring frameworks, evaluations and focus groups. • Quarterly half day training sessions (plus an extra 3 in year 2) covering topics including theory of change, needs assessment, and monitoring and evaluation for grant applications. • Ad hoc phone, email and online support to over 30 organisations 		
<p>100% of organisations have reported an increase in knowledge and confidence has demonstrably grown. For example, after being supported to design a feedback form for one project, a group had the confidence to design their own for other projects. This has reinforced their confidence in the work they are carrying out more widely.</p>		
2.3 Project Outcome 3: At least 80% of groups will have embedded good practice in demonstrating and reporting their performance and social impact.		
2.4 Project Outcome 4: At least 80% of groups will be better equipped to implement an outcome-based approach in their work and future project design.		
<p>Progress made: 70-80% of organisations have reported that they are better able to implement monitoring and evaluation. For example, some groups have set targets or SMART objectives. Embedding good practice can be challenging as it is often about change management and using new ways of working. Good documentation and engaging trustees has been important.</p>		
2.5 Project Outcome 5: At least 80% of groups will recognise the importance of monitoring and evaluating in improving impact and performance.		
<p>Progress made: Generally, organisations are keen to improve their monitoring and evaluation, but time is a limiting factor. Funding applications can be a driver, but an</p>		

important finding has been the internal benefit of better outcome reporting. It is motivating for staff and volunteers to see the difference they are making. Others have been able to use it to improve their external communications. For example, one organisation now includes a line in their email footers 'what did we do last week' e.g. 'we helped a client that was suffering from stress at work by providing counselling and they have just gone back to work'.

GRANT OFFICER COMMENTS

Your officer met with the post-holder funded by the grant at the organisation's offices in Harrow. The offices are shared with other local organisations which has been beneficial for joint working.

1. **Impact:** Voluntary Action Harrow is an interesting organisation. Their cooperative legal structure gives a sense of shared ownership that shows through the dedication to their work. The postholder met with was clearly both very knowledgeable and passionate about monitoring and evaluation. Work delivered to date has had a positive impact on the groups that have taken part and 121 advice has been particularly effective. Training sessions have had the unexpected outcomes of creating networking opportunities that have led to collaborations and of providing respite to staff from day-to-day operations.

The organisation has recently become a grant administrator for a local fund. Rather than change their relationship with local organisations they have found this to be a helpful process for working with organisations, particularly smaller groups, to improve their monitoring and evaluation systems.

2. **Learning:** The organisation works with many small groups run by volunteers. Training has had to be flexible to meet their needs. For example, advice to a walking group was provided during a walk, and they are looking at the possibility of out of hours training sessions. They have identified that some groups struggle with using technology though this is often more about confidence than skills.
3. **Knowledge:** GDPR has had a massive impact on groups locally who are worried about complying with the new legislation. Health and safety and safeguarding are of similar concern to organisations. There appears to be an emerging gap locally in meeting staff and volunteer CPD needs, particularly around advice as organisations' lack training resource. This is accompanied by an increase in demand and cut in resource causing stress within teams.
4. **Total assets:** there is value in bringing organisations working on similar themes together, but it needs to be purposeful.

Committee	Dated:
City Bridge Trust Committee	7 September 2018
Subject: City Bridge Trust Communications & Events attended	Public
Report of: The Chief Grants Officer & Director of City Bridge Trust (CGO)	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 21/06/18 and 22/08/18 against each of the four key audiences identified in your Communications Strategy. This shows continued good levels of engagement against all four audiences.
2. With regards to the Regulators & Politicians audience, the government's Civil Society Strategy (previously mentioned in the Chief Officer's Progress Report) included several references to work of the Trust, largely in relation to the response to Grenfell as part of a coalition of funders. In addition, your Cornerstone Fund is referred to as an example of good cross-sector working. There was considerable social media activity around the Strategy, some of which made reference to the Trust.

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. A number of recent grants awarded by the Trust were the subject of media coverage, including Stepney City Farm, Age UK Bexley and Ealing CVS.

4. In addition, Chairman Alison Gowman was interviewed twice by BBC London Radio discussing projects seeking to help young people into long-term sustainable employment: firstly in relation to your Bridge To Work programme working with disabled Londoners; and secondly in relation to your recent grant to Key4Life helping ex-offenders into work.

External Events Register

5. Officers and Members attended a range of events and meetings on behalf of the Trust during this period, involving fellow funders, civil society organisations and government. However, the total number of events attended is slightly lower than previous reports due to the summer holidays, with very few events attended since the beginning of August.
6. A full list of external events attended by officers and Members on behalf of the Trust can be found at Appendix 3.

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Communications Manager

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Appendix 1: Key Audience Groups

Audience	Face to face	Online and Printed Media channels	Online content
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 • Bexley Times • City Matters • Croydon Citizen • East London Advertiser • Ian Visits • Islington Gazette • Keep The Faith • London Live • London Post • The Guardian • The Voice 	<p>CBT Twitter:</p> <ul style="list-style-type: none"> • 6,054 followers (up by 228 since last meeting) • 115.5K impressions* between 21/06/18 & 22/08/18 <p>CBT Website:</p> <ul style="list-style-type: none"> • 6,664 users • 10,461 sessions
Regulators & politicians	<ul style="list-style-type: none"> • Charity Tax Group Committee meeting • Dept for International Development Global Disability Forum • GLA small grants panel 	<ul style="list-style-type: none"> • FE News 	<ul style="list-style-type: none"> • Civil Society Strategy

Audience	Face to face	Online and Printed Media channels	Online content
Immediate stakeholders**	<ul style="list-style-type: none"> • Queen Elizabeth II Diamond Jubilee Trust Award ceremony • Trust for London summer party • Leathersellers' Livery Company reception • One Westminster Funders' Fair • The Way Ahead conference • LGBT Consortium event • New Philanthropy Capital reception • NCVO dinner • Richmond CVS Meet the Funders event • Adfam launch • Islington Giving Funders Panel • Big Society Capital reception • Crosslight learning visit • Bridge to Work network meeting • GLA Small Grants panel • Mercers Company lunch 	<ul style="list-style-type: none"> • Charity Times • Charity Today • City Matters • Philanthropy News Digest 	<ul style="list-style-type: none"> • News items on the CoL intranet and e-bulletin. • Regular updates in the Members' Briefing.

Audience	Face to face	Online and Printed Media channels	Online content
Other funders, policy makers & key commentators	<ul style="list-style-type: none"> • Trust for London summer party • Islington Giving training • The Way Ahead conference • London Funders City walk • New Philanthropy Capital reception • ACF meeting • UBS seminar • NCVO dinner & meeting • Islington Giving Funders Panel • National Lottery reception • London Funders Children & Young People's Group • Trust for London Moving on Up Advisory Group • Civil Society Futures events • UnLtd & London Citizens discussion group • Lunch & meeting with Big Lottery Fund • Mercers Company lunch 	<ul style="list-style-type: none"> • Charity Times • Charity Today • Civil Society • FE News • Impact Alpha • Philanthropy News Digest 	n/a

* 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

21st April – 22nd August 2018

Organisation / Topic	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Young Londoners Fund	FE News	10,089	Chairman Alison Gowman is quoted in an article about your £1m grant to the Mayor of London's 'Young Londoners Fund' to support vulnerable young people.	Trade	21/06/18
Social enterprise	Impact Alpha	-	The Trust & City of London Corporation is mentioned in a story about the HCT Group raising additional finance.	Trade	25/06/18
BAME organisations	The Voice	58,334	Story about the Trust's £100k grant to boost London's BAME organisations. Chairman Alison Gowman is quoted.	Trade	04/07/18
Black Training and Enterprise Group (BTEG)	Islington Gazette	28,194	The Trust is mentioned following a £110,000 grant this organisation to train smaller BAME organisations to work collaboratively.	Regional	13/07/18
Bridge To Work	BBC Radio London (link no longer available)	37.8m	Chairman Alison Gowman is interviewed about progress of this programme, supporting young disabled Londoners into work, one-year in.	London	16/07/18
Charity governance	Charity Times	30,000	Opinion piece by Chairman Alison Gowman on the importance of good governance.	Trade	16/07/18
Investing in Londoners	Charity Today	50,000	An article on the latest round of grants to tackle inequality in London, totalling £3.3m. Chairman Alison Gowman is quoted.	Trade	16/07/18
Investing in Londoners	London Post.	-	As above.	London	16/07/18

Organisation / Topic	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Moving on Up	Voice Online	58,334	The Trust's support for the Moving on Up project is mentioned in an article about a new study looking at the diversity of the City's finance sector workforce.	Trade	18/07/18
Stepping Stones Fund	Charity Times	30,000	The Trust's Stepping Stones Fund was announced as having been shortlisted for a Charity Times award under the Social Investment Initiative category.	Trade	20/07/18
Roots and Shoots	FE news	10,089	An article on the Trust's grant for an educational environmental programme for Londoners. Chairman Alison Gowman is quoted.	Trade	20/07/18
Age UK Bexley	Charity Today	50,000	A piece about the Trust awarding £90,300 for a Men in Sheds programme. Chairman Alison Gowman is quoted.	Trade	26/07/18
The Reader	Croydon Citizen	-	A story on a recent grant to improve wellbeing, build community and reduce the social isolation of the older people in the borough, through the delivery of 'Shared Reading' groups.	Regional	27/07/18
Moving on Up	Keep The Faith	-	As above.	Trade	27/07/18
Age UK Bexley	Bexley Times	15,659	As above.	Local	27/07/18
Stop The Traffik	London Live	-	Chairman Alison Gowman took part in a panel as part of an initiative, funded by the Trust, which aims to highlight the signs of modern day slavery.	London	01/08/18
Roots and Shoots	City Matters	20,000	As above.	London	01/08/18

Organisation / Topic	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Stepney City Farm	Ian Visits	-	A report on a grant of £45,600 to help pay for staffing salaries over a period of expansion as a result of regaining land previously used for Crossrail tunnelling works.	London	09/08/18
Stepney City Farm	East London Advertiser	6,917	As above.	Local	10/08/18
Charity data management	Philanthropy News Digest	76,000	A Stepping Stones grant to charity Khulisa is referenced in an article about how charities manage their data.	Trade	13/08/18
Homelessness Strategy	The Guardian	148,169	Chairman Alison Gowman writes a letter to in response to the government's announcement of funding to end rough sleeping in England by 2027.	London	15/08/18
Key4Life	BBC Radio London (starts at 1hr 16mins)	37.8m	Chairman Alison Gowman and Sarah Farrell, Fundraising & Operations Manager at Key4Life, are interviewed about a £115,000 grant from the Trust to boost the organisation's work with young male ex-offenders.	London	17/08/18
Inspiring Impact	Civil Society	12,000	A report on a recent Big Lottery Fund grant to this organisation references a previous grant from the Trust.	Trade	22/08/18

City Bridge Trust Events Attended
21st June – 22nd August 2018

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
26/06/18	Charity Tax Group	Committee meeting	Karen Atkinson	Westminster	Management committee meeting.
26/06/18	Queen Elizabeth II Diamond Jubilee Trust	Award ceremony	David Farnsworth	SW1 (Buckingham Palace)	Event to present The Queen's Young Leaders Awards.
27/06/18	Trust for London	Summer Party	Alison Gowman, David Farnsworth, Jenny Field	Sea Containers House, SE1	An annual social & networking event attended by funders & charity figures
28/06/18	Leathersellers' Livery Company	Reception	Alison Gowman	Leathersellers' Hall	Annual Charity evening.
03/07/18	Islington Giving	Training – for Islington Giving Youth Panel	Kate Moralee	Camden	Attended training session for Young Grant Makers delivered by Youth Bank International.
03/07/18	One Westminster	Funders' Fair	Ciaran Rafferty	Kensington Town Hall	A very well attended event for organisations from Westminster, Kensington & Chelsea and Hammersmith & Fulham.
03/07/18	The Way Ahead	Conference	Jenny Field	City Hall	A conference attended by stakeholders involved in the Way Ahead, hosted by the GLA.
05/07/18	London Funders	City walk	Jenny Field	City of London	A networking & social event attended by colleagues from funders.

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
05/07/18	Prince's Trust	Reception	Alison Gowman	Lambeth Palace	Evening for Prince's Trust Ambassadors.
09/07/18	LGBT Consortium	Meeting/Network event	Ciaran Rafferty	Soho	A meeting to hear of progress on the LGBT services mapping project which you are supporting.
09/07/18	New Philanthropy Capital	Reception	Fiona Rawes	SE1	A networking event.
10/07/18	ACF	Meeting	Alison Gowman	Schroders	Networking event for Chairs of charitable foundations
10/07/18	UBS	Seminar and networking	Tim Wilson	City of London	An event highlighting UBS' support to social entrepreneurs through its partnership with UnLtd.
10/07/18	NCVO	Dinner	Jenny Field	St Barnabus House, Soho	Dinner on the topic of what funders can do to promote good governance.
10/07/2018	Richmond CVS	Meet the Funders	Shegufta Rahman	Richmond	Meet the funders event with presentation and Q&A
11/07/18	Adfam	Launch of #stigmamakesmefeel campaign	Kate Moralee	Westminster	Launch of a social media campaign – stories from people with lived experience.
16/07/18	NCVO	Board meeting & Roundtable	Jenny Field	NCVO offices	A meeting of the NCVO board (your officer is a Trustee) and meeting of funders.
17/07/18	Islington Giving	Funders Panel	Kate Moralee	Camden	Decisions made on grant recommendations

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
17/07/18	National Lottery	Reception	Fiona Rawes	House of Commons	Celebrating the Best of the National Lottery
18/07/18	Big Society Capital	Summer reception	Tim Wilson	Kings Cross	An opportunity to meet and engage with the social investment wholesaler's wider network.
18/07/18	London Funders	Children & Young People's Group	Ciaran Rafferty	King's Cross	A regular interest-group meeting
19/07/18	The Prince's Trust	Get Hired! Event	Shegufta Rahman	Prince's Trust House, City of London	Get Hired! Event with multiple employers running 'speed-dating' style job interviews
20/07/18	Trust for London	Moving on Up Advisory Group	Ciaran Rafferty	Little Britain	First meeting of the Advisory Group for the Phase 2 project.
24/07/18	Dept for International Development	Global Disability Forum	Ciaran Rafferty, James Lee	Olympic Park	An interesting event to hear of the support for disabled people in various countries
24/07/18	Civil Society Futures Event	Roundtable	David Farnsworth, Jenny Field	Guildhall	A meeting hosted by the Trust attended by funders & sector leaders.
24/07/18	Crosslight	Learning visit	David Farnsworth, Alison Gowman	W6	A visit to a CBT grantee under your Reducing Poverty priority.
25/07/18	UnLtd & London Citizens	Discussion group	Ciaran Rafferty	Whitechapel	A meeting of interested parties to discuss ways to support young people to gain citizenship

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
26/07/18	City Bridge Trust	Lunch & meeting	Various CBT staff members	Basinghall Suite, Guildhall	A meeting with colleagues from the Big Lottery Fund to share ideas & learn about each others work.
31/07/18	Civil Society Futures	Discussion	Jenny Field	Paul Hamlyn Foundation, WC1	A further meeting involving a number of funders.
01/08/18	Trust for London	Meeting	Ciaran Rafferty	Little Britain	The first meeting of the Advisory Group for the joint project to support Disabled-led organisations.
02/08/18	City Bridge Trust	Bridge to Work Network meeting	Ciaran Rafferty, James Lee, Lily Brandhorst	Guildhall	A meeting to hear of the progress of the Bridge to Work projects.
08/08/18	GLA	Small Grants panel	Ciaran Rafferty	City Hall	Officers' panel to consider applications for Small Grants in the Young Londoners Fund
09/08/18	Mercers Company	Lunch	David Farnsworth, Fiona Rawes	EC1	A lunch meeting with the Interim Director of Philanthropy and former Master Mercer.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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