



The City Bridge Trust Committee

Date: THURSDAY, 28 NOVEMBER 2019
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Dhruv Patel (Chairman)
Alderman Alison Gowman (Deputy Chair)
Karina Dostalova
Simon Duckworth
Marianne Fredericks
Deputy Jamie Ingham Clark
Alderswoman Susan Langley
Deputy Edward Lord
Jeremy Mayhew
Wendy Mead
Paul Martinelli
Deputy Richard Regan
Ian Seaton
Deputy Dr Giles Shilson
The Rt Hon the Lord Mayor (Ex-Officio Member)
Jannat Hossain (Co-opted Member)
William Hoyle (Co-opted Member)

Next Meetings: 30 January 2020 26 March 2020 13 May 2020

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Lunch will be served in the Guildhall Club at 1pm

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and non-public summaries of the meetings held on 26 September 2019 and 30 October 2019.
For Decision
(Pages 1 - 18)
4. **OUTSTANDING ACTIONS**
Report of the Town Clerk
For Information
(Pages 19 - 20)
5. **PROGRESS REPORT**
Report of the Chief Grants Officer and Director of City Bridge Trust (CGO)
For Decision
(Pages 21 - 28)
6. **DIGITAL SKILLS STRATEGY, 2018-23 - ANNUAL REPORT**
Report of the Director of Innovation & Growth and the Director of Community and Children's Services
For Information
(Pages 29 - 56)
7. **IMPACT AND LEARNING STRATEGY**
Report of the CGO
For Decision
(Pages 57 - 74)
8. **COMMUNICATIONS VISION AND PLAN 2019-2023**
Report of the CGO
For Information
(Pages 75 - 80)
9. **FINANCIAL POSITION OF CITY BRIDGE TRUST IN RESPECT OF THE PERIOD ENDED 30TH SEPTEMBER 2019**
Report of the CGO and the Chamberlain
For Information
(Pages 81 - 86)

10. **CBT HIGH LEVEL SUMMARY BUSINESS PLAN & BUDGET ESTIMATES 2020/21**
Report of the CGO

For Decision
(Pages 87 - 102)
11. **GRANTS BUDGET AND APPLICATIONS TODAY**
Report of the CGO

For Information
(Pages 103 - 106)
12. **GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS**
To consider the CGO's reports on grant recommendations as follows:-

For Decision

Summary of Bridging Divides (Pages 107 - 108)

 - a) **Grants Recommended Between £100,000 and £250,000** (Pages 109 - 136)
Report of the CGO
 - b) **Grants of £250,000 or Above for Approval** (Pages 137 - 144)
Report of the CGO
13. **TO CONSIDER REPORTS OF THE CGO AS FOLLOWS: -**

For Decision/Information

 - a) Applications Recommended for Rejection (Pages 145 - 148)
 - b) Funds Approved or Declined Under Delegated Authority (Pages 149 - 152)
 - c) Withdrawn and Lapsed Applications (Pages 153 - 154)
 - d) Variations to Grants/Funds Awarded (Pages 155 - 156)
 - e) Grants Analysis, Trends and Management (Pages 157 - 162)
 - f) Report on Learning Visits (Pages 163 - 168)
 - g) City Bridge Trust Communications & Events Attended (Pages 169 - 190)
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS TO BE URGENT**
16. **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.

For Decision

Part 2 - Non-Public Agenda

17. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meetings held on 26 September 2019 and 30 October 2019.

For Decision
(Pages 191 - 194)

18. **SMALL GRANTS SCHEME REVIEW**

Report of the CGO

For Decision
(Pages 195 - 210)

19. **CORE FUNDING**

Report of the CGO

For Decision
(Pages 211 - 222)

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

Report of the CGO

For Information
(Pages 223 - 226)

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

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

THE CITY BRIDGE TRUST COMMITTEE

Thursday, 26 September 2019

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

Present

Members:

Dhruv Patel (Chairman)	Paul Martinelli
Alderman Alison Gowman (Deputy Chair)	Ian Seaton
Marianne Fredericks	Deputy Dr Giles Shilson
Deputy Jamie Ingham Clark	Jannat Hossain (Co-opted Member)
Alderwoman Susan Langley	William Hoyle (Co-opted Member)
Deputy Edward Lord	

Officers:

Joseph Anstee	- Town Clerk's Department
David Farnsworth	- Chief Grants Officer & Director of City Bridge Trust
Karen Atkinson	- Chamberlain's Department
Anne Pietsch	- Comptroller and City Solicitor's Department
Jenny Field	- The City Bridge Trust
Ciaran Rafferty	- The City Bridge Trust
Tim Wilson	- The City Bridge Trust
Lily Brandhorst	- The City Bridge Trust
Sandra Davidson	- The City Bridge Trust
Jemma Grieve Combes	- The City Bridge Trust
Julia Mirkin	- The City Bridge Trust
Catherine Mahoney	- The City Bridge Trust
Geraldine Page	- The City Bridge Trust
Ruth Feder	- The City Bridge Trust
Scott Nixon	- Town Clerk's Department
Fiona Rawes	- Town Clerk's Department
Shegufta Slawther	- The City Bridge Trust

1. APOLOGIES

Apologies were received from Karina Dostalova, Jeremy Mayhew, Wendy Mead and Deputy Richard Regan.

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

The Deputy Chair and Deputy Edward Lord declared standing interests by virtue of being trustees of Trust for London.

Deputy Dr Giles Shilson declared a non-pecuniary interest in Item 8w, having been involved in advising the organisation to apply for the original grant.

Paul Martinelli declared a non-pecuniary interest in Item 8y by virtue of a relative being involved with the organisation.

3. **MINUTES**

The Committee noted that the Committee's Strategic Away Half-Day was on Friday 11 October 2019 and not 30 October 2019 as stated. However, the Committee was advised that an extra Committee meeting to consider grant applications would be scheduled for Wednesday 30th October at 4pm, and Members would be asked to confirm their availability.

RESOLVED – That, pending the above correction, the public minutes and non-public summary of the meeting held on 25 July 2019 be agreed as an accurate record.

4. **OUTSTANDING ACTIONS**

The Committee received a list of outstanding actions, noting those which were on the agenda or were scheduled for a future date or meeting.

RESOLVED – That the Outstanding Actions update be noted.

5. **PROGRESS REPORT**

The Committee received the regular progress report of the Chief Grants Officer and discussed the updates provided. The Committee had enjoyed a presentation and discussion with Rachel Rank, CEO of 360Giving, at lunch prior to the meeting.

Changes to Committee Reporting and Processes

The Committee noted that the Committee's proposals on its delegated authority procedure had been amended by the Court of Common Council before approval. The Chairman asked that Committee Members should submit comments on Committee proposals ahead of their submission to Court of Common Council to mitigate against this in future.

The Chairman drew the Committee's attention to the revised delegated authority procedures as well as several revisions to the standard reporting format for grant recommendations, and invited Members to give feedback on them.

Cost of Raising Funds (CoRF)

The Committee noted the recommendation on the CoRF within the grant assessments. The CGO reassured Members that CoRF would continue to be a consideration of Funding Managers during the assessment process and that anything of note that should be brought to the Committee's attention would be included within the assessment report narrative.

Grant Advisor UK

The CGO advised the Committee that City Bridge Trust was participating in a pilot of Grant Advisor UK, and invited Members to view the City Bridge Trust profile on their website.

RESOLVED – That the City Bridge Trust Committee:

- a) Note the report; and
- b) Agree that the requirement to include the Cost of Raising Funds (CoRF) in the grants assessment finance tables be removed.

6. **SUMMARY OF ANALYSIS OF LEARNING VISITS 2018/19**

The Committee received a report of the CGO summarising the findings from learning partner Renaisi's report following learning visits during 2018/19. Officers would consider them as part of the wider impact and learning strategy implementation.

RESOLVED – That the report be noted.

7. **GRANTS BUDGET AND APPLICATIONS TODAY**

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

RESOLVED – That the report be noted.

a) **Grants Recommended Between £50,000 and £250,000**

The Committee received a report of the CGO advising Members of funds recommended for approval for amounts between £50,000 and £250,000, including strategic initiatives.

The CGO introduced the grants recommended and addressed several points for Members. The CGO confirmed the recommendation that Hackney Council for Voluntary Service be awarded two separate grants, as they were for two distinct applications. The CGO added that officers wished to add a condition to Item 8r, that the Local Giving Scheme integrate into the Local Giving network of organisations. The CGO then confirmed that the recommendation for EcoACTIVE at Item 8p was for £70,000, with £20,000 apportioned to the final year rather than £25,000 as stated.

In response to a query from a Member, the CGO explained that occasionally the amount recommended was higher than requested, often because following assessment, officers felt that organisations required more funding than they had requested.

RESOLVED – That the Committee receive the report and consider the recommended grants for amounts between £50,000 and £250,000 at Item 8, with the above amendments.

b) **Grants Recommended Over £250,000**

The Committee received a report of the CGO advising Members of funds recommended for approval for amounts over £250,000. The CGO introduced each application to Members and outlined the proposal.

Following the CGO's introduction, the Committee discussed the grant recommendation for The Food Chain at Item 800. A Member felt that it was possible the organisation's activities had not evolved in a way that reflected the changing nature of HIV prevalence and treatment over recent years, and that it may be worth further consideration as to whether the organisation continued to provide a useful service. The CGO responded that the application could be deferred in order to seek this assurance.

RESOLVED - That the Committee receive the report and consider the recommended grants for amounts over £250,000 at Item 8, with the application at Item 800 to be deferred.

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

a) **Greater London Authority**

The Committee considered the application at Item 15.

b) **Sheila McKechnie Foundation**

The Committee noted further detail on the application at Item 15.

APPROVED £59,000 over two years (£34,000; £25,000) for a programme to examine how to include lived experience more meaningfully and powerfully into social change journeys.

c) **Cardinal Hume Centre**

APPROVED £72,600 over two further and final years (2 x £36,300) for the salary and on-costs of a full-time Housing Advice Worker.

d) **Day-Mer Turkish/Kurdish Community Centre**

APPROVED £111,960 over three years (£36,520; £37,280, and £38,160) towards salary costs of two part-time Advisers (one 0.6FTE, another 0.4FTE) and associated running costs of an advice service. The grant is conditional upon receipt of a safeguarding policy in respect of vulnerable adults.

e) **Home-Start Barnet**

APPROVED £55,400 (2 x £27,700) over two further and final years for the salary of a p/t (21 hpw) Coordinator and related costs of providing support

services, including money management guidance, to vulnerable families with young children in Barnet.

f) **Paddington Law Centre**

APPROVED £107,250 over two further and final years (£53,500; £53,750) towards the salary and on-costs of a part-time Housing Caseworker (2.5dpw), a Welfare Rights Worker (2dpw), and a Project Co-ordinator (1dpw); plus associated running costs.

g) **St Hilda's East**

APPROVED £81,600 over two further and final years (£40,200; £41,400) towards the costs of a 4 day a week Project Co-ordinator, 1 dpw Advice Worker, and associated running costs.

h) **Tamil Welfare Association (Newham) UK**

APPROVED £68,000 over two further and final years (2 x £34,000) towards the costs of a FT Advice Worker and associated running costs. Release of each year's payments is subject to the receipt of a satisfactory management accounts, until such time that free reserves reach a reasonable level.

i) **Trussell Trust**

APPROVED £317,700 over five years (£59,800; £61,600; £63,500; £65,400; £67,400) for a full-time London Area Manager with associated on-costs and expenses to support the capital's foodbanks meet emergency food demands and provide clients with access to help and advice.

j) **Waltham Forest CAB**

APPROVED £98,500 over two further and final years (£48, 700; £49,800) towards a full-time Outreach Project Worker's salary and associated project costs.

k) **Action Space London Events**

APPROVED £83,000 over two further and final years (£41,000; £42,000) to contribute to the full-time salary of the Co-Director and other operational costs of providing access to participation in the arts for disabled Londoners.

l) **Attend**

APPROVED £80,700 over two further and final years (£39,800, £40,900) for a part time (0.5fie) salary of a Friends of Dementia Project Lead and associated project costs to ensure that the 12 established Friends of Dementia units become self-sustaining and embedded in the local community.

m) **Black Prince Trust**

APPROVED £276,650 over five years (£52,490; £56,640; £54,840; £54,840; £57,840) towards a full time Physical Activity and Social Isolation Officer (PASIO), sessional staff and associated running costs including a contribution of 23,000 towards evaluation in year 5.

n) **Chinese Community Centre**

APPROVED £81,000 over three years (£27,000 x 3) towards the salary costs of a full-time Health and Wellbeing Project Co-ordinator (15hpw), 2x cooks' wages and associated costs of wellbeing activities for older people.

o) **Culpeper Community Garden**

APPROVED £101,270 over five years (£17,600; £20,000; £20,600; £21,215; £21,855) towards the salary and on-costs of two P/T Garden Workers and a contribution towards activities and running costs relating to Culpeper's work with vulnerable Islington residents. Release of subsequent years' funding is subject to receipt of satisfactory year-end management accounts.

p) **EcoACTIVE**

APPROVED £70,000 over three years (£25,000; £25,000; £20,000) to contribute to the salary costs of the Project Officer for 14 hours per week, Co-ordinator 11 hours per week and associated running costs.

q) **Hackney Council for Voluntary Service**

APPROVED £200,000 over five years (5 x £40,000) towards the pt 3dpw salary costs of the VCS Development Manager, pt 2pdw salary costs of the Training Coordinator and contribution to marketing, IT support and subscriptions.

r) **Hackney Council for Voluntary Service**

APPROVED £224,000 over five years (£48,000; £41,000; £42,000; £45,000; £48,000) for the costs of launching and running Hackney Giving including the pt 3dpw salary for a Programme Manager; training costs; volunteer expenses and giving events.

s) **Harmony House Dagenham CIC**

APPROVED £91,500 over three years (£30,000; £30,500; £31,000) towards the part-time salaries (12 hours per week each) of three Befrienders, funding in each year subject to the receipt of satisfactory management accounts.

t) **Kentish Town City Farm Ltd**

APPROVED £82,800 over two further and final years (£41,400 x 2) towards the salary and project costs of a full-time Education Officer. The second year of this

grant is conditional upon receipt of satisfactory management accounts at the end of the first year.

u) **Living Streets (The Pedestrians Association)**

APPROVED £135,250 over three further and final years (£44,560, £44,740, £45,950) for the full-time Project Coordinator and running costs for Living Street's work to address barriers to walking for older people in Redbridge, Havering, Barking & Dagenham.

v) **National Youth Theatre of Great Britain (NYT)**

APPROVED £100,000 towards the cost of access works at National Youth Theatre of Great Britain.

w) **Noah's Ark Children's Hospice**

APPROVED £86,000 over two further and final years (2 x £43,000) for the salary of a p/t (3dpw) Music Therapist plus 2 dpw of a Drama & Movement Therapist, plus related activity costs for work with London children with complex needs and disabilities.

x) **RIDC: Research Institute for Disabled Consumers**

APPROVED £100,000 (£34,000, £34,000, £32,000) over three years towards the cost of setting up and running a programme of local consumer research projects evaluating arts, sports, health and well-being projects from the perspective of users with dementia.

y) **Sadler's Wells**

APPROVED £267,360 over 5 years (5 x £53,472) towards the salaries of a Community Engagement Manager (10 days per month) a Projects Manager (2 days per month) a Learning and Engagement Assistant (8 days per month), artists fees, venue hire and other associated costs to deliver dance opportunities for older people in north and east London.

z) **The Kensington and Chelsea Foundation**

APPROVED £185,000 over five years (£50,000, £45,000, £40,000, £30,000, £20,000) towards the salaries of the Development Manager and Community Engagement Manager.

aa) **Voluntary Action Harrow**

APPROVED £158,940 over three (£52,176; £52,570; £54,194) towards costs of employing a full-time Development Co-ordinator to develop the Harrow Giving scheme, associated project and a contribution to core costs, on condition that it is part of the London's Giving network and that it uses the London's Giving metrics for the purposes of monitoring and evaluation.

bb) **Yarrow Housing Ltd**

APPROVED £94,000 over two further and final years (£49,000, £45,000) towards the salary of a coordinator and associated costs, venue hire and development of a website with year 2 grant award conditional on sustainable levels of free reserves being held.

cc) **Africa Advocacy Foundation (AAF)**

APPROVED £74,280 over two years (£36,920, £37,360) towards a part-time salary (21hrs d/p/w), project costs and overheads of a project to support young women in addressing the psychological impact of female genital mutilation.

dd) **Business Disability Forum**

APPROVED £248,000 over five years (£50,000; £50,000; £48,500; £49,500; £50,000) for the salary of a f/t SME Disability Advisor and related project costs to support the SME sector in London to become more inclusive.

ee) **Centre 404**

APPROVED £84,800 over two further and final years (2 x £42,400) for the salary of a full-time Older Carers Outreach and Engagement Co-ordinator and associated running costs.

ff) **Grief Encounter**

APPROVED £132,800 over 3 years (£43,590, £43,552, £45,658) to cover salary costs of the Clinical Services Manager, DBS checks and clinical training.

gg) **Harrow Association of Disabled People**

APPROVED £198,900 (£38,800, £38,900, £39,600, £40,400, £41,200) over five years towards the salary of an Autism Mentoring and Advice Manager and set-up and running costs of the related autism mentoring service. Payment instalments will be dependent upon the receipt of annual management accounts.

hh) **Human Trafficking Foundation**

APPROVED £123,000 over two further and final years (£60,500, £62,500) towards the posts of Project Coordinator and Head of Office and associated running costs, with year 2 award conditional on the provision of satisfactory management accounts.

ii) **Jigsaw4u**

APPROVED £158,000 over three years (£54,000, £54,000, £50,000) for the salary costs of a Co-ordinator, volunteer training, and a contribution to management and office costs.

jj) **Pan Intercultural Arts Limited**

APPROVED £107,000 funding over five years (£28,000, £28,000, £23,000, £18,000, £10,000) to provide a programme of arts-based activities to empower marginalised young migrants and survivors of trafficking to find their voices, rebuild their confidence and help them find pathways to more positive futures.

kk) **Share Community**

APPROVED £130,500 over three years (£43,500, £43,500, £43,500) for two PT Job Coaches (14 hpw each) and associated project costs

ll) **Southwark Day Centre for Asylum Seekers**

APPROVED £78,200 over 5 years (£17,840; £16,840; £15,840; £14,840, £12,840) as a contribution to core costs (rent).

mm) **Spark Inside**

APPROVED £57,500 over two further and final years (£30,000; £27,500) to contribute to the Chief Executive's salary and the core running costs of the Charity.

nn) **The Bike Project**

APPROVED £106,800 over three years (£35,600 x 3) towards the salaries of the London Operations Manager (4 dpw) and a Bike Mechanic (2 dpw) London delivery.

oo) **The Food Chain**

DEFERRED

pp) **The Mix**

APPROVED £90,000 over three years (3 x £30,000) towards the costs of counselling, helpline and live chat services for Londoners delivered by The Mix.

qq) **Volunteer Centre Kensington & Chelsea**

APPROVED £93,000 over two years (£46,000, £47,900) for the FT salary of the Resettlement Worker and project running costs for 'Inside Out'.

rr) **Buttle UK**

APPROVED a grant of £88,900 as a final year's contribution towards the Anchor Project supporting families in London who have experienced domestic abuse to resettle.

9. **TO CONSIDER REPORTS OF THE CGO AS FOLLOWS: -**

a) **Applications Recommended for Rejection**

The Committee considered a report of the CGO outlining a total of 10 grant applications that were recommended for rejection.

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

b) **Funds Approved or Declined under Delegated Authority**

The Committee received a report of the CGO which advised Members of fourteen expenditure items, totalling £100,219, which had been presented for approval under delegated authority to the CGO in consultation with the Chairman and Deputy Chair. In response to a query from a Member, the CGO updated the Committee on the delivery of eco-audits.

RESOLVED – That the report be noted.

c) **Withdrawn and Lapsed Applications**

The Committee received a report of the CGO which provided details of eight applications which had been withdrawn or had lapsed.

RESOLVED – That the report be noted.

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

The Committee received a report of the CGO which advised Members of a variation to one grant agreed by the CGO since the last meeting.

RESOLVED – That the report be noted.

e) **Grants Analysis, Trends and Management**

The Committee received a report of the CGO providing an update on progress against the 2019/20 grants budget and summarising those grants awarded and in management.

The Deputy Chair reminded the Committee of the presentation from 360Giving and encouraged Members and officers to think about how City Bridge Trust could use their data and statistics going forward.

RESOLVED – That the report be noted.

f) **Report on Learning Visits**

The Committee received a report of the CGO 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 providing Members with an update on the communications work of City Bridge Trust.

RESOLVED – That the report be noted.

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

Reflecting on the Court of Common Council's recent consideration of a Sports and Physical Activity Strategy, the Deputy Chair asked officers to what extent City Bridge Trust funded sport organisations, and whether City Bridge Trust should review its involvement in the sector.

The CGO responded that communities benefited from sport and City Bridge Trust took an active role in promoting sport and supporting access to sport. As sport was well-funded in some aspects, City Bridge Trust applied a policy of supporting areas that were not already well-funded, and worked with other funders in the sector such as the London Marathon Trust.

The Committee then discussed the matter and suggested areas to explore, such as basketball, which had high levels of participation and following in London but was not well-funded. The CGO advised that the Trust already supported the delivery of most sports (to particular audiences e.g. disabled or older people) barring those sports where there was significant funding already available from the relevant governing body.

It was noted that officers were proactive with some of the main sports funders to encourage their funding to be more sustainable where possible. A Member suggested that any activity be aligned with the Court of Common Council's strategy once approved, with City Bridge Trust able to help with aspects such as access to sport, whilst another Member advised to also be mindful that it was not the role of the Trust to deliver City of London Corporation strategies.

A Member then advised the Committee that the latest accounts for Bridge House Estates had been published that week, with copies available from the Chamberlain's Department for Members that wished to see them.

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

There was no other business.

12. **EXCLUSION OF THE PUBLIC**

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

Item No.	Exempt Paragraphs
13 - 15	3
16 - 17	-

13. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 25 July 2019 be agreed as an accurate record.

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

The Committee received a report of the CGO.

15. **UPDATE ON ROUND 1 OF THE CORNERSTONE FUND AND A PROPOSED COLLABORATION WITH THE GLA TO INFORM ROUND 2**

The Committee considered a report of the CGO.

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

There were no questions.

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

There was one item of other business.

The meeting closed at 2.42 pm

Chairman

Contact Officer: Joseph Anstee
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THE CITY BRIDGE TRUST COMMITTEE

Wednesday, 30 October 2019

Minutes of the meeting of The City Bridge Trust Committee held at the Guildhall EC2 at 4.00 pm

Present

Members:

Dhruv Patel (Chairman)	Jeremy Mayhew
Alderman Alison Gowman (Deputy Chair)	Wendy Mead
Simon Duckworth	Deputy Richard Regan
Marianne Fredericks	Ian Seaton
Deputy Jamie Ingham Clark	Deputy Dr Giles Shilson
Deputy Edward Lord	Jannat Hossain (Co-opted Member)

Officers:

Joseph Anstee	- Town Clerk's Department
Jenny Field	- The City Bridge Trust
Ciaran Rafferty	- The City Bridge Trust
Julia Mirkin	- The City Bridge Trust
Catherine Mahoney	- The City Bridge Trust
Shegufta Slawther	- The City Bridge Trust
Edith Parker	- Chamberlain's Department
Natalie Jordan	- The City Bridge Trust

1. APOLOGIES

Apologies were received from Karina Dostalova, William Hoyle, Alderwoman Susan Langley and Paul Martinelli.

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

Deputy Edward Lord declared a personal interest in Item 5a (8) by virtue of connection to partnering organisations within the application.

3. OUTSTANDING ACTIONS

The Committee received a list of outstanding actions, noting those which were on the agenda or were scheduled for a future date or meeting.

RESOLVED – That the Outstanding Actions update be noted.

4. GRANTS BUDGET AND APPLICATIONS TODAY

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

RESOLVED – That the report be noted.

5. GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS

a) Grants Recommended Between £100,000 and £250,000

The Committee received a report of the CGO advising Members of funds recommended for approval for amounts between £50,000 and £250,000, including strategic initiatives.

The Committee noted that as the recommended grant to The Interlink Foundation was for £250,000, the application should appear at Item 5b, and therefore the CGO introduced this application to Members and outlined the proposal.

RESOLVED – That the City Bridge Trust Committee and approve the recommended amounts for the following applications:

1. Kensington and Chelsea Social Council

APPROVED A grant of £210,000 over four years (4 X £52,500) towards 0.8 FTE salary costs, programme costs and overheads of delivering a programme to increase resident's voice and participation in running and Influencing local services. The second year's grant is conditional upon an increased level of free reserves.

2. Merton Voluntary Service Council

APPROVED £122,000 over two further and final years (£64,000; £58,000) towards the salaries of the Head of Development (0.8FTE) and CEO (0.2FTE); project costs and overheads; and fees for an income-generation consultant of £8,000 in year one. Release of the second year's grant is conditional upon year-end accounts evidencing financial recovery, including increased level of free reserves.

3. The Interlink Foundation

APPROVED £250,000 over five years (5 x £50,000) towards the salary of a FTE Development Officer and related running costs of a project supporting capacity building, and resilience amongst Charedi organisations; partnership and collaboration with other sectors and communities in North London; and to train Charedi CSOs and develop community leadership.

4. Toynbee Hall

APPROVED £161,400 over three further and final years (£60,600; £61,200, £39,600) towards the salary costs of the P/T Wellbeing Centre & Volunteer Coordinator (3dpw) and associated running costs for the Centre for Wellbeing project.

5. Children and Families Across Borders

APPROVED £99,800 over two further and final years (£49,200; £50,600) to cover the costs of a FTE Social Worker and Caseworker and associated programme and running costs.

6. Circles South East

APPROVED £150,000 over 3 years (£50,000 per year) for the full-time salary of a Circle Co-ordinator, volunteer training and associated costs.

7. Refugee Action

APPROVED £119,000 over a further and final two years (£59,000; £60,000) towards the cost of a 4 days per week Project Co-ordinator, volunteer costs, a contribution to core costs and direct management, and associated running costs.

8. Spectra CIC

APPROVED £150,000 over 18 months (£100,000; £50,000) for the start-up and developmental costs of the TLP Project to develop and submit full-scale research proposals, partnership support, community-based identification/testing of research ideas and the initial MVE development.

b) **Grants Recommended Over £250,000**

The Committee received a report of the CGO advising Members of funds recommended for approval for amounts over £250,000. The CGO introduced each application to Members and outlined the proposals. The Committee noted that The Food Chain had been deferred at the previous meeting, and that additional information had been added to the assessment report for Members' consideration.

In response to a query from a Member, the CGO outlined City Bridge Trust policy on organisations submitting multiple grant applications. The Committee noted that Merton Voluntary Service Council were eligible to apply for a second grant as the second was for work as host for a Local Giving Scheme.

RESOLVED – That the City Bridge Trust Committee and approve the recommended amounts for the following applications:

9. Merton Voluntary Service Council

APPROVED £285,000 over 5 years (£57,000; £52,000; £54,000, £60,000; £62,000) towards 0.6FTE salary costs of a Business Development Manager, running costs, marketing, communications and overheads, subject to:

- (a) Release of the second year's grant conditional on year-end accounts showing increased level of free reserves;

- (b) A formal agreement between MCVS and MCC outlining each party's responsibilities, and their relationship under this arrangement; and
- (c) Continued participation in the London's Giving Network and adoption of the London's Giving Metrics.

10. The Food Chain

APPROVED £266,250 over five years (£56,700; £50,900, £54,100, £52,900, £51,650) towards the project to support disadvantaged PLWHIV with specialist dietetic, nutrition support as well as volunteering and work experience opportunities to support transition to independence, and one-off relocation costs in year one, conditional on receiving satisfactory management accounts on a quarterly basis.

6. TO CONSIDER REPORTS OF THE CGO AS FOLLOWS:

a) Applications Recommended for Rejection

The Committee considered a report of the CGO outlining a total of 8 grant applications that were recommended for rejection.

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

b) Funds Approved or Declined Under Delegated Authority

The Committee received a report of the CGO which advised Members of twelve expenditure items, totalling £155,124, which had been presented for approval under delegated authority to the CGO in consultation with the Chairman and Deputy Chair.

RESOLVED – That the report be noted.

c) Withdrawn and Lapsed Applications

The Committee received a report of the CGO which provided details of three applications which had been withdrawn or had lapsed.

RESOLVED – That the report be noted.

d) Variations to Grants/Funds Awarded

The Committee received a report of the CGO which advised Members of a variation to one grant agreed by the CGO since the last meeting.

RESOLVED – That the report be noted.

7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There was one question.

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

The CGO advised that copies of the Bridge House Estates Annual Report and Financial Statements had been printed and were available to Members.

9. **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

10 – 11

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

There were no questions.

11. **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 4.15 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.	6 July 2018	Outreach work with targeted Boroughs	CBT Team	November 2019 & March 2020	Small Grants Review Paper proposes such a targeted approach in the development of the Small Grants Programme. Additionally, London Funders has undertaken a mapping of cold spots for funders across London. It is proposed to convene a network of funders, including CBT, to target two boroughs initially,
2.	6 July 2018	Investing in Londoners	CBT Team / Town Clerk	November 2019	To be provided at November's Committee Meeting.
3.	9 May 2019	Renaissi Review Recommendations	CBT Team	July-November 2019	a) To develop two theories of Change in conjunction with Renaissi
4.	25 July 2019	Strategic Direction for Impact and Learning	CBT Team	November 2019	An implementation plan to be brought to the November meeting of the Committee
5.	26 Sept 2019	Small Grants Review	CBT Team	November 2019	A review of the Small Grants programme to date with recommendations for improvements/adjustments

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Committee: City Bridge Trust (CBT)	28th November 2019
Subject: Progress Report	Public
Report of: Chief Grants Officer and Director of CBT (CGO)	For Decision

Summary

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

- a) The work continues
- b) Committee Strategic Away Half Day
- c) Disability employment and pay gaps 2019
- d) Philanthropy House
- e) Association of Charitable Foundations Annual Conference
- f) Bridge House Estates Strategic Review
- g) Corporate Charities Review

Recommendation

Members are asked to:

- a) Note the report.
- b) Give 'in principle' support for the Funder Commitment on Climate Change and instruct officers to seek the approval of the relevant onward committees so that Bridge House Estates can also add its signature to the pledge (see paragraphs

Main Report

You will recall that you have agreed that each of the CBT Committee Meetings will begin with a presentation on a particular area of interest for the committee. 'Telling your Stories' was a strategic initiative to provide 10 of the charitable projects you support the opportunity to have a short film made about their work by professional filmmakers from the Media Trust (MT). These films provide powerful vehicles to raise the profile of the work of the organisations. One of these short films will be shown at the start of this committee meeting.

The Work Continues

1. I continue to make regular visits to see the extraordinary work the organisations you fund across London. Most recently I visited Kalayaan in Kensington & Chelsea with 2 of your new Funding Officers (as ever, any Member is always welcome to join me on these visits). Kalayaan is the Filipino word for freedom and it is a small charity which works to provide practical advice and support, as well as campaign with and for the rights of migrant domestic workers in the UK.
2. Your grant supports the costs of an Immigration Lawyer to provide face to face advice and casework including visa renewal and human trafficking assessments. Sadly this work continues to be much needed and is oversubscribed: We heard some shocking accounts of Modern Day slavery behind the smart facades of some of the substantial houses and smart hotels of west London; but also some great success stories when, with Kalayaan's assistance, people had managed to escape their situations and rebuild their lives.

Committee Strategic Away Half Day

3. A CBT Strategic Away Half-Day took place on 11th October 2019 at Toynbee Hall, one of your grantees. It was chaired by Dhruv Patel and facilitated by Elaine Yeo, with 8 members of this committee in attendance and 10 officers. The planning of the sessions built on the output of last autumn's CBT Committee strategic meeting and dinner. The opening session provided the anchor for the whole: following a Media Trust film providing an expert illustration of some the work you fund, the CGO and officer leads set the strategic context: a reminder of the Bridging Divides (BD) and Philanthropy funding strategies; the social investment work; the Central Grants Programme; and the Bridge House Estates and wider charities review.
4. Reflecting the commitment in the BD strategy to strength our learning/impact and communications work in support of delivering the outcomes we seek through our charitable funding, there were two deep-dive sessions: one led by Ruth Feder, Head of Learning and Impact (job sharing with Jemma Grieves Coombes) and one led by Catherine Mahoney, Communications Manager, Charity and Philanthropy. These were both highly engaged sessions with excellent contribution from Members - the discussions have informed the papers which are before you today - namely the Impact & Learning Strategy and the Strategic Communications Vision and Aims.
5. A third session was led by our two new external Members of the Committee, Jannat Hossain and William Hoyle. Both were co-opted to the Committee following the skills audit and a competitive recruitment process. Having been in position for a few months Jannat & William were invited to share their experience, skills and motivations in relation to CBT. Both were highly inspiring and their presentations also underlined the extent to which all our Committee Members are 'assets' who are a key part of the total assets approach of the BD strategy.

6. Attendees rated the Away Day on a scale of 1-5 (with 5 being high) as follows:
 - “Effectiveness of session” 4.9
 - “Achieved meaningful outcomes” 4.4
 - “I enjoyed it” 5.0
7. A full report of the Away Half Day is being finalised and will be distributed separately to the CBT Committee. However, key areas that we will be taking forward include:
 - Outcomes of Bridge House Estates Review
 - Implementation of Philanthropy Strategy (including Philanthropy House)
 - Embedding a culture of learning and implementing the Communications Strategy in order to maximise our impact for our stakeholders.

Disability Employment and Pay Gaps 2019

8. A report published this month by the TUC (<https://www.tuc.org.uk/research-analysis/reports/disability-employment-and-pay-gaps-2019>) shows that disabled people are facing double discrimination as not only are they less likely to have a paid job but, when they do, they earn substantially less than their non-disabled peers – with the pay gap having increased over the 12 months by 0.3 percentage points since the TUC’s previous report on this issue. The report concludes that the pay gap and low pay contributes significantly to the financial stress experienced by disabled workers, whilst disabled women continue to face the most significant pay gaps of all. Some key findings within the report include:
 - a) Disabled people experience significant barriers to getting and keeping jobs. This results in an employment gap of around 30 per cent.
 - b) Disabled workers experience a pay gap of 15.5 per cent, earning £1.65 less an hour on average which equates to £3,003 less a year.
 - c) Disabled workers are more likely than their non-disabled peers to have to go without basic amenities, such as heating on a cold day or food, when they are short on money and are more likely to ask for outside assistance from charities because of the financial hardship they face.
 - d) Gender pay gap action plans should take account of the specific steps required to address the barriers experienced by disabled women in accessing, remaining in and progressing at work.
9. In tackling some of these issues the report states that whilst we have seen how the power of transparency has begun to concentrate employers’ attention on tackling the gender pay gap, public policy needs to be used to drive change on the disability pay gap too.
10. On Tuesday 15th November, Lord Shinkwin put forward a ‘Workforce Information Bill’ which builds upon the established work on Gender Pay Gap reporting to include all of the characteristics protected under the Equality Act (2010). Your Chairman, Deputy Chairman and Chief Grants Officer are in agreement that this potential legislation is a positive step forwards and were

proud to indicate to Lord Shinkwin that we would be an early ally and supporter of this forward-thinking work. Whilst the City Bridge Trust would not be obliged to do anything additional under the terms of this Bill, aimed at 'Large Employers', we nevertheless believe that our position as a leading voice in civil society can help to spread this ethos of transparency.

Philanthropy House

11. You will recall that as part of your Philanthropy Strategy, a Philanthropy House project has been progressed. It has received approval at the concept and high-level business planning stages. The next step awaits conclusions from the Corporation's Fundamental Review which will inform which property we recommend to deliver the project.
12. Your Chairman, Deputy Chairman, Chief Grants Officer and Philanthropy Director travelled to Brussels in October to visit Philanthropy House there and find out more, from our hosts, the European Foundation Centre ('EFC'), about their experience of developing and running the project. This was an extremely illuminating visit, enhanced by an additional meeting that day with the King Badouin Foundation who were one of six founder funders of the project. Your Philanthropy Director has developed a note recording key points from the visit which is available for any members wishing to review it.

Association of Charitable Foundations Annual Conference

13. The Deputy Chair and CGO, together with several members of the CBT Team attended the annual conference of the Association of Charitable Foundations (ACF) on 6th November.
14. This year's theme, 'The Long View: Funding on a finite planet', provided an opportunity to bring trusts and foundations together to consider their role in limiting the environmental, economic and social effects of climate change. It is interesting to note that this year, the conference was greatly oversubscribed, with dozens of members on a waiting list – an indication of the timeliness of this theme.
15. During the opening plenary session, Carol Mack, ACF's Chief Executive, suggested that we have reached a point where the changing climate is going to be one of the lenses through which we *all* have to view our work; that it is an issue in which we are all enmeshed. She emphasised that the biggest contributors to climate change are often those least adversely affected by it. Those most impacted tend to be the most vulnerable in society and there are clear links between poverty, inequality, human rights and climate change.
16. Recognition that it is the most vulnerable who are most impacted enables foundations to make a legitimate connection between responding to the climate crisis and their charitable objectives. For example, how severe weather events affect older and more vulnerable people and/or impact mental health.

17. She suggested that one of the strengths of foundations is their ability to take a long-term view and posed the question of what meaning 'existing in perpetuity' has if inaction now renders the future unsustainable?
18. She said that foundations endowments have a collective value of £68 billion, a significant proportion of which are invested in a financial system that is harmful to the environment. There is a real challenge for the foundation sector to develop greener investment policies.
19. The conference coincided with the launch of a new [Funder Commitment on Climate Change](#), which has been developed by ACF members. It provides a clear statement for those who are ready to sign up and take action and a guide for those willing to make a start and are looking for some guidance.
20. The commitment has so far been signed by 22 foundations (and rising) and can be found at Appendix A. We seek your 'in principle' support for the commitment and ask that you instruct officers to seek the approval of the relevant onward committees so that Bridge House Estates can also add its signature to the pledge.

Bridge House Estates Strategic Review

21. The work on the Bridge House Estates (BHE) Strategic Governance Review continues to progress, with a view to ensuring that BHE is effectively administered to best fulfil its objects. In the last six months substantial progress has been made in respect of: determining the funding requirements for the maintenance and replacement of the five Thames bridges; advancing the governance changes being sought by Supplemental Charter through the Privy Council; developing an investment strategy; and forming an overarching charitable strategy for BHE.
22. To note in particular, work to finalise the financial model to determine the appropriate level of reserves required to be held by the charity is underway and due to be complete by early 2020. This will then inform the 'surplus' funds which may be available for additional charitable giving (in furthering the ancillary object of BHE). This work is informed by a thorough analysis of the total future maintenance and replacement costs of the five Thames Bridges.
23. A detailed update paper on the strategic review is due to be presented to the CBT Committee on 30 January 2020.

Corporate Charities Review

24. In July 2019, Members agreed to initiate a Corporate Charities Review, with a view to ensuring that each charity (within the defined scope of the review) is most effectively and efficiently managed and governed and achieves maximum impact for its beneficiaries. The review will, in making recommendations in the best interests of each charity, have regard to the corporate context.

25. The review will be cognisant of the BHE Strategic Review and opportunities for shared learning across the reviews will be explored. The Corporate Charities Review will also, in making recommendations in the best interests of each charity, have regard to the City Corporation's Fundamental Review, Corporate Plan and Philanthropy Strategy.
26. With the appointment of the Corporate Charities Project Officer (18-month secondment) and a Charities Accountant (12-month FT) in September 2019, work began on the review to identify the charities with scope. Phase One of the project will consist of reviewing 59 charities of which the City Corporation is the named trustee or where the majority or all of the individual named trustees are related to the City Corporation (i.e. Alderman, Chamberlain, Lord Mayor), and which are administered and/or managed by the City Corporation.
27. As part of the review, a set of recommendations will be produced for all the charities within scope and presented to Members for consideration from April 2020.

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CGO

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Funder Commitment on Climate Change

UK charitable foundations provide more than £4bn of funding every year to good causes, ranging from medical research to the relief of poverty.

We, the undersigned charitable foundations, recognise that the growing climate emergency (1) is a serious risk to the pursuit of our charitable aims. All foundations, whatever our charitable mission and field of expertise, can play a part in addressing the causes of climate change and supporting adaptation to its effects.

The necessary changes to sharply reduce emissions and to adapt to climate change bring opportunities for new industries, good jobs, a cleaner environment, and improved well-being, but also involve significant costs. Funders can help to bring about these changes, to ensure that everyone has access to opportunities arising from the transition to a low carbon economy, and to ensure that the costs are not disproportionately borne by those who are least able to pay.

The scale of the climate threat, and the scale of the solutions needed, means that this is an issue for all parts of civil society, and for all charitable foundations. Climate change is a health issue, an equality issue, an educational issue, an economic issue, a cultural issue, a scientific issue, a security issue and a local community issue, as well as an environmental issue. Children and young people are showing bold and effective leadership. There is a special responsibility on foundations, whose assets are held for the public good, to use their resources and independence to rise to the challenge.

We, the undersigned charitable foundations, commit to:

1. Educate and learn

We will make opportunities for our trustees, staff and stakeholders to learn more about the key causes and solutions of climate change.

2. Commit resources

We will commit resources to accelerate work that addresses the causes and impacts of climate change. (If our governing document or other factors make it difficult to directly fund such work, we will find other ways to contribute, or consider how such barriers might be overcome).

3. Integrate

Within all our existing programmes, priorities and processes, we will seek opportunities to contribute to a fair and lasting transition to a post carbon society, and to support adaptation to climate change impacts.

4. Steward our investments for a post carbon future

We will recognise climate change as a high-level risk to our investments, and therefore to our mission. We will proactively address the risks and opportunities of a transition to a post carbon economy in our investment strategy and its implementation, recognising that our decisions can contribute to this transition being achieved.

5. Decarbonise our operations

We will take ambitious action to minimise the carbon footprint of our own operations.

6. Report on progress

We will report annually on our progress against the five goals listed above. We will continue to develop our practice, to learn from others, and to share our learning.

Please join with us in this collaborative effort.

To sign the Funder Commitment, visit www.fundercommitmentclimatechange.org

Inquiries can be directed to contact@fundercommitmentclimatechange.org

- (1) The climate is changing rapidly as a result of the burning of fossil fuels and other human activity, including intensive agriculture and deforestation. This is already resulting in more extreme weather, crop failure, increased flooding and other systemic risks. Established science confirms that unless more comprehensive and urgent action is taken in the next decade, we are likely to face levels of global heating that will be catastrophic for the future of humanity. The poorest in the UK and globally, including particularly women and people of colour, are most at risk. The UK parliament, many local authorities, businesses, cultural organisations and others have recognised this situation as a climate emergency.

Meeting	Date
Public Relations and Economic Development Sub Committee (for information)	5 November 2019
Community and Children's Services Committee (for information)	7 November 2019
Education Board (for information)	14 November 2019
Policy and Resources Committee (for decision)	21 November 2019
City Bridge Trust Committee (for information)	28 November 2019
Subject Digital Skills Strategy, 2018-23 – Annual Report	
Report of Damian Nussbaum – Director of Innovation and Growth Andrew Carter – Director of Community and Children's Services	
Report Author Jessica Walsh – Digital Skills Strategy Officer Sufina Ahmad – Corporate Strategy Manager	For Information

Summary

This paper presents the first annual report at Appendix One for the City of London Corporation's Digital Skills Strategy for 2018-23, which was approved by Policy and Resources Committee in September 2018. The report outlines the progress the City Corporation has made in the last 12 months in relation to the vision that *'People and businesses, across the City, London and beyond, are equipped to take advantage of digital technologies and innovations to help themselves and their economies thrive'*. The report is primarily aimed at officers and elected Members, but detail in the report can be used for external-facing communications.

The key highlights from the report include:

- The City Corporation's support to establish future.now (formerly known as the UK Coalition for Digital Intelligence), a coalition of 25 cross-sectoral organisations aiming *'...to motivate people and businesses across the UK to boost their digital skills to thrive in the digital age'*.
- The City No. 3 Digital Workshops which resulted in the creation of an app, a poster and video aimed at helping special educational needs and disabled (SEND) children to stay safe online.
- The development of the Catalyst funding stream by City Bridge Trust and other charitable funders, committing £2.1m to the charitable sector to fund and champion the digital skills agenda, by embedding digital skills in organisations and scaling up digital programmes that improve services and resilience amongst not-for-profits.

Recommendations

PRED Sub Committee, Community and Children's Services, Education Board and City Bridge Trust Committee are asked to:

- i. Endorse the Digital Skills Strategy Annual Report and provide guidance on how it should be shared with all Members.
- ii. Continue to prioritise the Digital Skills Strategy going forward.

Policy and Resources Committee is asked to:

- iii. Approve the Digital Skills Strategy Annual Report and provide guidance on how it should be shared with all Members.
- iv. Continue to prioritise the Digital Skills Strategy going forward.

Main Report

Background

1. The Digital Skills Strategy 2018-23 was approved in September 2018 by Policy and Resources Committee. The strategy focusses on three priority areas of Digital Competitiveness, Digital Creativity and Digital Citizenship, in order to achieve its vision that: *'People and businesses, across the City, London and beyond, are equipped to take advantage of digital technologies and innovations to help themselves and their economies thrive.'*
2. The delivery of the strategy has been overseen by the Digital Skills Group, which is made up of officers from the Department for Community and Children's Services (DCCS), including the Multi Academy Trust, Innovation and Growth (IG), Culture Mile Learning (CML), Town Clerk's (TC) and City Bridge Trust (CBT) and is chaired by the Director of IG and the Director of Community and Children's Services, as joint Senior Responsible Officers for the strategy. Dedicated officer support has also come in the form of a Digital Skills Strategy Officer (DSSO), who started in post on a 12-month fixed-term contract in March 2019.
3. Furthermore, the strategy was designed to align to the Rt. Hon. Lord Mayor Peter Estlin's 2018/19 Mayoralty Theme – Shaping Tomorrow's City Today. The programme focused on promoting innovation and technology, championing digital skills and addressing digital and social inclusion. This has meant that the delivery of the strategy has been supported by the Lord Mayor's Programme Board and his office too.

Current Position

4. Year one of the strategy has been supported by a comprehensive 12-month action plan, which identified 89 activities. Of these 61.8% are complete, and the rest are ongoing activities. The annual report is primarily aimed at officers and elected Members and highlights in more detail 14 of these activities, including:
 - a) **future.now:** In partnership with cross-sectoral organisations, including Accenture, BT, the Digital Skills Partnership, Lloyds Banking Group and 21 others, the City Corporation has set up future.now (previously referred to as the UK Coalition for Digital intelligence) - a UK-wide cross-sectoral coalition that wants *'...to motivate people and businesses across the UK to boost their digital skills to thrive in the digital age'*.

- b) **Digital Workshops:** The City No. 3 Digital Workshops resulted in the creation of an app, a poster and video aimed at helping special educational needs and disabled (SEND) children to stay safe online. They will also present their work at the launch of future.now.
 - c) **The Catalyst Fund:** City Bridge Trust and other charitable funders set up The Catalyst Fund committing £2.1m to the charitable sector to fund and champion the digital skills agenda, by embedding digital skills in organisations and scaling up digital programmes that improve services and resilience amongst not-for-profits.
5. The first-year action plan was created in March 2019 in line with the DSSO role, which means the next plan would begin in March 2020. As a result of lessons learnt it is recommended that the next action plan runs for 18-months from March 2020 until September 2021, resulting in the next report at the three-year mark.

Options

6. Digital skills will remain of strategic importance to the competitiveness and economic productivity of the UK, especially given their importance in ensuring that individuals and communities have the digital skills they need and are not left behind. In the coming 18-months, it is recommended that the City Corporation continues to commit to this agenda by:
- a) Providing in-kind support to **future.now** as it transitions into being an external-facing entity, following its launch on 10 October 2019.
 - b) Ensuring that the organisation's **new IT contract**, which is currently being procured, delivers social value activities that support the delivery of the digital skills strategy.
 - c) Establishing an informal partnership with **Microsoft** to collaborate on activities and projects that serve the strategy.
 - d) Fostering and embedding lifelong learning that is focussed on digital skills in community engagement work through coffee mornings with **Toynbee Hall**.
 - e) Working with Barbican and community libraries on the delivery of their current and future digital skills enhancement projects.
 - f) Fully implementing the strategy's **performance framework**.
 - g) Identify and develop **new activities** that we can deliver in this space, as well as **building on other successes** from this year, including the various digital skills and fusion skills curriculum pilots in the City Family of Schools.

Proposals

7. To deliver on the ambitions mentioned in paragraph six, it is proposed that this strategy remains a priority within the business plans for DCCS, IG, CML, TC and CBT. In the main these activities can be delivered through existing resources.
8. The in-kind support that has been offered for future.now includes:

- a) **Innovation and Growth:** Project Director consultancy for 36 days in 2019/20 financial year.
- b) **Town Clerk's:** Six days project support for 6-months, providing administrative support required for room and event bookings.
- c) **Mansion House:** The Mansion House can provide up to two free uses of meeting/event space in 2020 (post purdah) for the future.now coalition. Each booking request will be assessed on an individual basis and is subject to the Lord Mayor's programme and availability of meeting/event space at the time of booking. Additional costs such as catering and staffing will need to be funded by the future.now coalition.
- d) **Remembrancer's:** In kind venue support for four events and comprising two uses of Basinghall Suite and two uses of the Livery Hall. Ad hoc use of Committee Rooms and North Wing Meeting rooms will also be offered when available.
- e) **Governance:** A City Corporation representative will be part of the future.now Board. Attendance at other future.now activities can be organised via the Directors of Innovation and Growth and Community and Children's Services as the Senior Responsible Officers for the Digital Skills Strategy, 2018-23.

Corporate and Strategic Implications

- 9. This strategy supports the City Corporation to fulfil its vision, as outlined in its Corporate Plan for 2018-23, for a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK'*. The strategy supports all three aims that are outlined in the Plan of *contributing to a flourishing society, shaping outstanding environments and supporting a thriving economy*, and nine of the 12 outcomes that are listed as part of these aims.
- 10. It also links to our strategies on: Employability, Education, Skills, Cultural and Creative Learning, Bridging Divides (City Bridge Trust's five-year strategy), Philanthropy, Social Mobility, Culture, Culture Mile and Culture Mile Learning.

Health Implications

- 11. This strategy focuses on digital inclusion and recognises that a lack of digital skills can result in individuals experiencing poor physical and emotional wellbeing outcomes.

Security Implications

- 12. The strategy prioritises cyber security – with a particular focus on ensuring that businesses and individuals practise cyber safety successfully. This is also a priority for future.now.

Public Sector Equality Duty Implications

13. None identified – however the work of future.now, as well as the activities prioritised in paragraph six are likely to target those with protected characteristics and/or those experiencing inequalities and disadvantage.

Resource Implications

14. Plans are in place to ensure that an extension is not required for the post of DSSO, which is due to end in March 2020.

Conclusion

15. This annual report summarises in detail the work that has been completed in the last year by the organisation to deliver the City Corporation's Digital Skills Strategy for 2018-23 and recommends that it remains a strategic priority going forward.

Appendices

Appendix One – Digital Skills Strategy, 2018-23 – Annual Report

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Digital Skills Strategy – Annual Report for 2018-19

Shaping tomorrow's City Today

Report Authors: Jessica Walsh, Digital Skills Strategy Officer and Sufina Ahmad, Corporate Strategy Manager

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. The Digital Skills Strategy 2018-23, which is summarised in one page at Appendix One, was designed to outline the positive and cumulative impact we hope to have now and in the future as a digital leader and innovator, whilst maintaining the City's global position and competitiveness as a leading financial and commercial centre. The strategy was agreed in September 2018, and this report provides an update on the actions we have taken in partnership with others over the last 12 months against our three priority areas of **Digital Competitiveness**, **Digital Creativity** and **Digital Citizenship**. The overall scope of this strategy is ambitious – it calls for us to further define and understand the issues and opportunities that the digital skills agenda presents to:

- The residents, learners and workers we work with directly.
- The businesses we support in the City, London and beyond and local, regional, central and global governments.
- The communities we support through our charitable giving, distributed mainly via City Bridge Trust.

To achieve this we are investing in activities and interventions that improve digital skills, promote good practice, drive digital productivity and competitiveness and ensure social inclusion.

Defining digital skills:



The set of skills, attitudes and values that enable people and businesses to thrive and flourish in current and future digital environments. Our vision around digital skills is for: People and businesses, across the City, London and beyond, to be equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive.

Digital skills underpin all aspects of our lives - both work and life. We have been working to ensure we continually improve and improve digital skills to ensure people and businesses can thrive.

The productivity and competitiveness argument



Globally, there is agreement that we are living through a digital skills crisis, which is causing an unprecedented digital skills gap, as well as issues around productivity and business growth nationally and internationally. A report by the House of Commons Science and Technology Committee estimated that the digital skills gap currently **costs the UK economy £63 billion a year**. Ultimately, to address the crisis we must act now and respond with competitive, creative and inclusive solutions. For the City and the UK to retain its economic position and competitiveness we must embrace the digital economy and address the issues that employers, including City employers and high growth Small and Medium Enterprises (SMEs), are reporting on their skills gaps and shortages in digital skills generally, and advanced and specialist skills specifically. They also cite the need for a workforce that is equipped with the necessary fusion skills through which they can operate effectively within a digital economy and workforce.

The citizenship argument

Digital skills also present wider considerations in the context of citizenship. By ensuring inclusive and safe access to digital skills, we can empower people to be more socially included, confident and resilient. In the UK alone it is estimated that **11.9 million adults lack basic digital skills**, and are at significant risk of being left behind in the digital age*.

Equally, strong digital skills have a positive and cumulative effect on social mobility. Where people are equipped with digital skills and know how to use and apply them effectively, they will have better opportunities and potential to benefit from and contribute to a digital world.



This strategy has direct links with the Rt. Hon. Lord Mayor Peter Estlin's programme of work for 2018/19 – '*Shaping Tomorrow's City Today*'. The programme focuses on promoting innovation and technology, championing digital skills and addressing digital and social inclusion. It is also very well-connected to the work of our Chair of Policy and Resources Catherine McGuinness. Catherine is part of the strategic advisory group for the Financial Services Skills Taskforce, which is covered in more detail under Digital Competitiveness, later in this report, and she is a committed and vocal advocate for FinTech.

Digital skills are also being prioritised within our other strategic work programmes on employability, education, skills and cultural and creative learning. The strategy also aligns to our aims to contribute to a flourishing society, support a thriving economy and shape outstanding environments, as set out in our Corporate Plan for 2018-23. To bridge the gap between challenge and opportunity we have sought to implement digital skills across numerous policy areas.

In the last year, we have built a strong foundation and narrative from which our outward-facing digital skills work with multiple stakeholders across different sectors and geographies can be championed, progressed and delivered. This report is the first that will be produced over the course of this strategy. We will share it internally and externally, to demonstrate our continued commitment to the digital skills agenda and the City's role as a digital leader.



Oversight and responsibility for the strategy

Since September 2017, a Digital Skills Group (DSG) has been convened quarterly by Andrew Carter, Director of the Department for Community and Children's Services (DCCS) and Damian Nussbaum, Director of Innovation and Growth (IG), who are the joint Senior Responsible Officers (SRO) for this strategy. The DSG is cross-departmental and includes officers from:

- DCCS, including the City Corporation family of schools,
- Innovation and Growth,
- Corporate Strategy and Performance,
- The Lord Mayor's Appeal,
- Culture Mile Learning,
- City Bridge Trust (CBT), and
- The City of London Police (as required).

Within the DGS, there are designated leads for the three strategic priorities of Digital Competitiveness, Digital Creativity and Digital Citizenship. To ensure the successful delivery of the strategy, £65,000 of additional funding was agreed for a Digital Skills Strategy Officer (DSSO) for 12-months. The post-holder started in March 2019, and they are responsible for programme management, reporting and oversight of the strategy. By working closely with and supporting stakeholders and our staff, they ensure that our activities are delivered successfully. It is our hope that this role will support the departments involved in this strategy to consolidate their learning and plan for ways in which to embed this work fully until 2023.

Our annual action plan

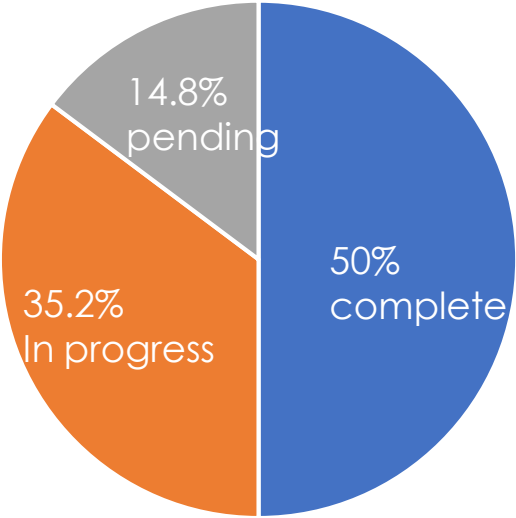
This section provides an overview of the strategy's annual action plan, which was created in March 2019 and translates the strategy into concrete, attainable and measurable steps. In order to develop the action plan, which is available in full at **Appendix Three**, an internal mapping exercise was undertaken, which identified key activities that were already happening or planned in relation to the strategy – all of which are being delivered using the budgets and resources agreed for the 2018/19 and 2019/20 financial years. The action plan provides the following information for each activity:

• Page 41 •

- The lead department and named responsible officer
- The key stakeholder group being worked with and the geographical area covered
- Which priority area, high level activity and associated enabler, as outlined in the Digital Skills Strategy, the activity relates to
- A key performance indicator (KPI) that the activity will be measured against, which is taken from the organisation's Corporate Performance Framework (CPF)
- The associated outcome and high-level activity from our Corporate Plan
- Any other corporate strategies that the action is linked to.

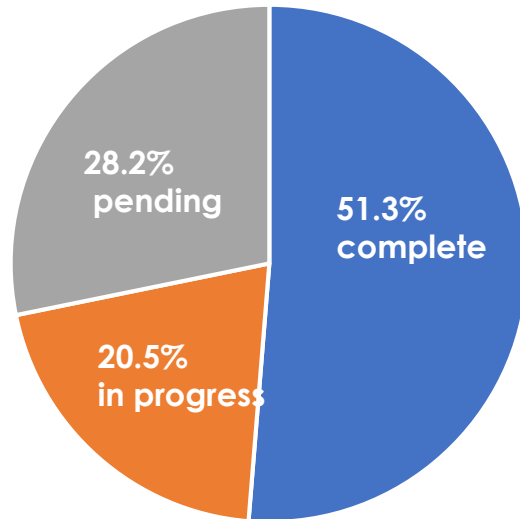
This action plan has also been supported by the *STCT* Action Plan and relevant activities that align to this strategy have been mapped across. This report shares the key highlights, case studies, performance data and teams that are involved for each of the strategy's three priority areas.

Analysis of full action plan
(Total 88 activities in year one)

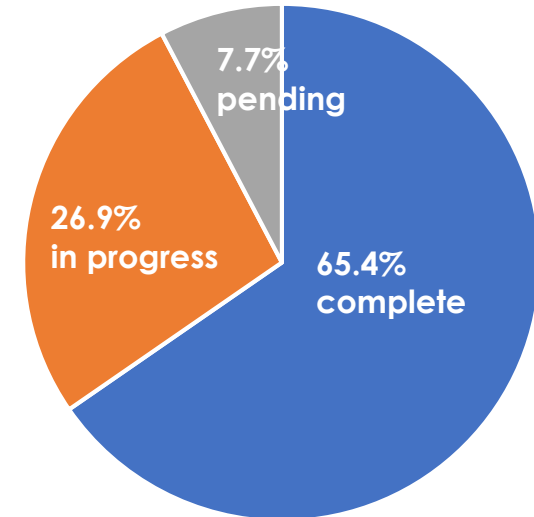


Progress analysis by priority area

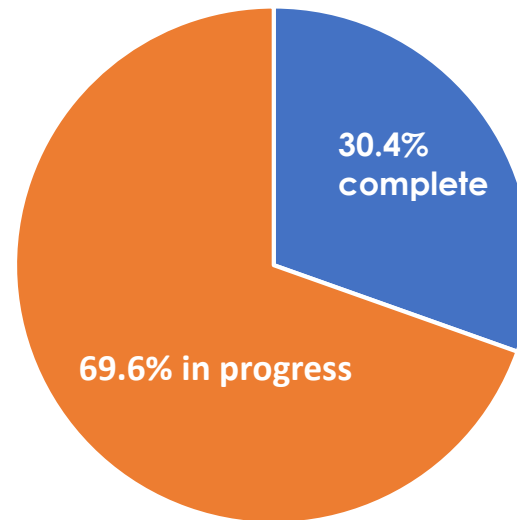
Priority one – Digital Competitiveness
Total 39 activities



Priority two – Digital Creativity
Total 26 activities



Priority three – Digital Citizenship
Total 23 activities



Priority One – Digital Competitiveness

Key highlights

Financial Services Skills Taskforce

Since January 2019, we have seconded a member of our Innovation and Growth Team to the Chancellor's Financial Services Skills Taskforce, which is chaired by Mark Hoban and convened by TheCityUK, with support from the City of London Corporation and EY. The interim report was released in June 2019 and showcased the major skills challenges facing the financial services sector, including its low spend on training, the fact that its skills needs are evolving faster than roles can be filled, the lack of understanding and awareness of future roles and careers in the sector and the risk that the sector will be left behind in the race for skilled tech talent. This taskforce is essential in supporting the sector to address these technological and social challenges.

CAP Talent

10 12 week internships paid at London living wage for undergraduates with tech start-ups designed to improve employability on graduation and boost start-up productivity. Delivered by Capital Enterprise who are funded by CoLC to broker the placements. 30 students from 15 universities have so far been placed in internships with tech start-ups, with more starts in the pipeline

Sector Deal for Professional & Business Services (PBS) (Industrial Strategy)

A sector deal proposal was submitted to BEIS in July with strong CoLC contribution to the developing talent (apprenticeships) workstream in the sector deal proposals. We continue to be involved in ongoing discussions with BEIS re: final acceptance of the proposals. We are also shaping a longer-term development plan for the UK PBS sector, focusing on a detailed analysis of current job roles and skills vs needs in 5-10 years in order to establish an action plan for recruitment, workforce development and lifelong learning.

Global Cyber Alliance at Cyber Trends, 8 May 2019

The City of London Police, in partnership with Verizon, hosted a half-day event with over **200 businesses**, including small and medium enterprises, and government officials and leaders to discuss the most pressing cyber trends, challenges and solutions impacting us now and in the future. This event featured discussions on: the Internet of Things (IoT) effect, with a particular focus on the risks these pose to cities and nations; how to ensure smaller businesses remain cyber secure; and the economic imperative to invest in security. This event is part of a much wider programme of work that the City of London Police leads around cyber security for the Square Mile, London, the UK and other countries. In addition to this event City of London Police have held **14 Cyber Griffin events in 2018-19, attended by 528 people.**



The teams working on Digital Competitiveness are:

- Innovation and Growth
- Mansion House
- IT
- The Lord Mayor's Appeal



This case study links to our work on Digital Competitiveness and Digital Citizenship.

Our work to establish future.now supports digital competitiveness by bringing stakeholders together to discuss, understand and define the digital skills requirements in the world of work now and in the future, and how these will be addressed.

future.now is a game-changing initiative that will take an evidence and impact-based approach to support up to 33.5 million people throughout the UK, consisting of: 4.3 million without any digital skills; 11.9 million lacking basic digital skills; and 17.3 million in work without sufficient digital skills for the future. It will map and magnify existing digital skills initiatives and expert practitioners in order to understand what works and why, as well as signposting and scaling their work, filling gaps and preventing duplication. future.now will develop behaviour change campaigns too that are focussed on changing people's attitudes to digital skills – motivating them to acquire these skills. future.now wants to shift the dial and ensure the entire UK population has the necessary digital skills, and the Rt. Hon. Lord Mayor Peter Estlin has confirmed that he will be publicly involved in future.now after his Lord Mayoralty term comes to an end. Other organisations confirmed as being publicly involved in future.now are: Accenture, Lloyds Banking Group, BT, The Good Things Foundation and Nominet. This is an exciting movement which embodies the City Corporation's convening authority and voice and will deliver considerable impact on our digital world.

future.now has a strong fit with the City Corporation's strategic aims. Outcome nine of the City Corporation's Corporate Plan states the organisation's commitment to being 'digitally and physically well-connected and responsive'. One of the ways of achieving this is through the implementation of this strategy and the work of future.now.

To achieve its vision and mission, the coalition will:

- Convene and mobilise business, government and practitioners in common cause against a shared view of the challenge and opportunity
- **Map** and **magnify** existing initiatives and expert practitioners, so we:
 - Understand what's already working
 - Signpost and help scale the most effective
 - Use our insight to highlight and close provision gaps (which could be subject matter, region, demographic, industry)
 - Stop duplication
- Coordinate the development of behaviour change campaign(s) to change attitudes towards digital skills, so we:
 - Contribute to build a positive culture of lifelong learning through digital as a route to personal and UK success.
 - **Motivate** people to want to build their digital skills.
- **Measure** and build a better evidence base, so we:
 - can we accurately identify the activities that deliver the greatest impact

future.now will be launched as a public-facing entity on 10/10 at Mansion House and will feature key speakers such as the Rt. Hon. Lord Mayor and other senior representatives from those involved in the coalition. We are extremely proud to have led on the development of future.now in partnership with others and look forward to sustaining and growing these relationships. It is clear that it will be a significant and positive movement through which partners will work collaboratively to harness their collective expertise and resources to address the digital skills gaps.

Priority Two – Digital Creativity

Key highlights

London Careers Festival/Digital Day, 17-21 June 2019

In partnership with businesses, institutional employers, Livery Companies and a wide array of educational establishments and partners, the City Corporation's Education Board funded and delivered the London Careers Festival for the first time from 17-21 June 2019. The Festival hosted a free programme of events focusing on skills, including digital skills, work experience, employability and jobs of the future, which over **5,000 children and young people** from **over 130 schools, sixth-form colleges and youth groups** signed up to. A total of **175 organisations** took part in the London Careers Festival, and there was a dedicated **'Digital Skills Day'**, which **eight** different London schools attended and involved **six companies**, including **Microsoft, Barclays, Network Rail, London Southbank University, Birkbeck University** and **Makers**, who hosted a number of sessions that focused on careers involving digital skills. Feedback was very positive and worked towards raising awareness of jobs in the tech space.

Ada Lovelace Day, 9 October 2018

The Strategic Education Unit were supporters and promoters of an event to mark Ada Lovelace Day 2018, which was organised by Founders4Schools. The event was held at The Crick Institute, where young women in secondary school heard from a diverse group of women from the world of science, maths and business. Over 60 girls from the City Family of Schools attended, and we will be sending students at our schools again in 2019.

City of London Family of School Fusion skills curriculum pilots

There are fusion skills pilots running in over 50% of the City's family of schools. Fusion skills prioritise the pursuit of so called 'soft' and creative skills, alongside technical and digital skills, in order to prepare pupils to thrive and succeed in the digital age. The City of London Academy Islington (CoLAI) is piloting how to reimagine the role of technology and fusion skills within the current curriculum for years seven and eight. The City of London School is doing a similar pilot but across all year groups. Fusion skills pilots are also happening within our primary schools too. At the City of London Primary Academy Islington (CoLPAI), they are designing integrated learning approaches by using the arts, including digital forms of art, as the basis for developing fusion skills. At Galleywall Primary School, they have developed an attributes-based pilot, which emphasises digital skills as an attribute, and Redriff Primary School is focusing on children's use of meta data to self-improve their learning (especially in reading).



The teams working on Digital Creativity are:

- Adult Skills and Education Services
- Barbican and Community Libraries
- Strategic Education, Skills and Culture Unit



Creativity highlights continued...



Page 16 Cities of the Future 6/7 June 2019

Our work to design and deliver the Cities of the Future Event supports digital creativity by working with others to identify impactful digital ideas that can be scaled and developed by our learners, in partnership with others.

The event was held in June 2019 and focussed on developing a national and international standard for fusion skills, including a fusion assessment tool and how fusion skills can be applied to school settings and those in lifelong learning. The event also considered the role of fusion skills in supporting cities, or parts of cities, where there is a clear link between education, business, technology and cultural and creative sectors, with those in attendance hearing how these areas had effectively harnessed the power of these sectors to achieve the best possible outcomes. Over **145 delegates** from across the creative and tech sectors attended the event, with delegates arriving from across the UK, as well as Reykjavik, Nacka, Eindhoven, Bamberg, Oulu and Vienna. Delegates all shared a zealous commitment to improving their shared understanding of fusion skills and increasing the awareness of the importance of 21st century skills across the educational sector, employers and Government.

The event also included the formal launch of a piece of Nesta research funded by the City of London Corporation on: [Transferable Skills in the Workplace](#). The research was informed by an exploratory research project that was organised by the City of London Corporation and Nesta with **101 UK employers** between November 2018 and January 2019. The research was designed to understand more about the value employers place on transferable skills, especially when candidates apply for roles where they lack the necessary technical skills. The key findings from the research highlighted the need for employers to better assess and balance a candidate's job-specific technical skills and experience against other factors, which we term as 'transferable' skills and are increasingly important for the future of work. In fact, Three-quarters (74%) of employers prioritised transferable skills equal to or above technical skills when recruiting new employees.

Following the meeting held on 7th June 2019 on the development of fusion skills which was attended by several UK and European cities, several reports are being prepared to distribute to the participants and as wider resources. These include:

- A summary report of the meeting
- An A-Z guide to practical actions to build fusion skills
- A white paper on fusion skills for the future for a more general audience.

The OECD (The Organisation for Economic Co-operation and Development) are showing strong interest in our work and are issuing an invitation for us to attend a round table event to be held in Korea from 22nd-28th October 2019 and a final round table in Russia early in 2020. They see the work we are doing as very relevant to their E2030 (Education 2030) project which is creating a compass to guide education planning and delivery post 2030.

Work on a fusion skills assessment tool is also progressing with a meeting scheduled with Dr Yuhyun Park. There is also a link to Carole Still at Coventry University's innovation centre and she has approval to focus her PhD around fusion skills, looking at the senior school and university entry level and graduate attribute level, and this collaboration is bringing considerable added value.

The Fusion Challenge Prize Launch

Culture Mile Learning held the first of three key events as part of the Fusion Challenge Prize with an event on 17th September 2019 at the Barbican Centre. Schools, universities, charities, businesses, social entrepreneurs and others with an interest in skills development, the value of creativity, innovation and social mobility will be invited to attend an afternoon of talks, workshops, performances and networking opportunities. Delegates will work together to pitch ideas for innovative programmes or products designed to develop the creative, communication, organisational and thinking skills of London's young people through cultural experiences.

This is the first of a series designed to spark innovation, creativity and to help form collaborative connections, and there will be two more events coming up in October and November 2019. The process will end in April 2020, when one solution will be awarded £50,000 to develop it. The Fusion Challenge Prize is also being supported in partnership with London East Bank (adjacent to the former Olympic site).

Fusion skills vs digital skills

Digital skills do not sit alone. They take their place within a broader framework, often referred to as 'fusion skills' or '21st century skills'. Fusion Skills are all terms frequently used to describe the sets of qualities, attitudes and values which enable people to thrive and flourish in future technologically mediated environments. We are interested in the fusion of creative invention and technological innovation which is so distinctive of the UK's Creative and Digital Industries and which underpins its competitive advantage. These Fusion Skills combine creativity, arts and design with technology and business skills, reflecting how future life is transformed by the fusion of these disciplines, generating opportunities for new businesses, products and services.



Case study: City No.3 Digital Workshops

This case study links to our work on Digital Creativity.

Hosted at the Tramperry Old Street hub for creative start-ups and entrepreneurs, Founders of the Future's Liam Tootill ran a two-day workshop with five Sixth Form students who attended the Lord Mayor's City No. 3 Breakfast. The aim of the workshops was for the students to develop an app, a poster, and a video to assist SEND children in staying safe online.

The workshops also benefitted from a visit by Founder and CEO of The Tramperry Charles Armstrong and Philip Glanville, the Mayor of Hackney, who observed the workshop and offered students the chance to present their initial ideas. The workshops required the young people to work intensively in a small team to communicate and collaborate throughout the design process, from researching the target audience and brainstorming some of the issues affecting vulnerable young people online. Feedback from the students has been extremely positive and they will be presenting their work at the next City No.3 Breakfast in October to the Lord Mayor. It is also intended for the students to host a stall at the launch of future.now on 10/10 and talk to their work and the fusion skills processes they used to quickly achieve their outcomes.



Raising awareness of digital skills

Preparing our learners for the future

Priority Three – Digital Citizenship

Key highlights

She Can Be

This one day event aims to change the perceptions of young women and City organisations alike, by providing a platform for participants to challenge companies and identify what needs to change in order to make them more inclusive. At this year's event **180 young women** learnt more about roles in **28 organisations** in the City and the digital skills required to excel in them. During the discussions, those involved learnt about the variety of roles in the City, how their skills are transferable to the workplace, the diversity of backgrounds of women working there and why the City wants to recruit them.

CAST Hackathons

The Centre for the Acceleration of Digital Technology (CAST) developed and ran three deep-dive workshops for independent funders at Mansion House in March and April 2019 to focus on how to better fund digital initiatives. These sessions outlined some of the opportunities and challenges of funding digital skills related activities and gave participants a practical introduction to some key digital design principles and approaches. Over **42 representatives** from **31 different funders** attended the workshops and indicated that the workshops had improved their understanding, confidence and focus around funding digital. Further work is planned with CAST to follow up with all participants and develop a series of follow-up sessions and activities that meet their needs.

Only Connect

Since September 2018, weekly drop-in sessions have been organised on Tuesday evenings at Barbican Library, Golden Lane Community Centre, Aldgate Pavilion and Mansell Street, where people can either bring their own gadgets and get help on how to use them or use one of ours if they don't yet own one. This project is a partnership with City of London and Age UK and is focused on assisting older people with digital skills, especially in relation to tackling social isolation. To-date, **64 people** have attended these sessions. This work is in addition to the ongoing commitment to digital skills shown by all our community libraries, which provide free access to space and materials, including Microsoft, computers, the internet and deliver programmes, classes and courses, such as the Code Club, which encourage skills and digital skills development and lifelong learning.



The teams working on Digital Citizenship are:

- City Bridge Trust
- Barbican and Community Libraries
- The Lord Mayor's Appeal
- Town Clerk's (London Metropolitan Archives)

Case study: The Catalyst

[This case study links to our work on Digital Citizenship.](#)

The charitable sector plays a crucial role in addressing digital and social exclusion through providing funding to support system change. However, there is an acknowledged lack of skills within this sector to fully harness the opportunities digital technology affords to accelerate solutions to social issues. Building on the strategic commitments of the strategy to use digital skills to connect the capital, enable positive transitions and provide advice and support and the oxygen of the Lord Mayor's championship, City Bridge Trust (CBT) is focused on upskilling funders to better support digital innovation.

In May 2019, CBT agreed over **£750,000 of funding** for two highly complementary and mutually reinforcing digital initiatives which collectively provide significant capacity to better support charitable organisations respond to and utilise the digital opportunities for the benefit of their service users.

The Catalyst is a collaboration to drive the digital transformation of UK civil society in the UK. Other funders behind the **£2.1m per annum** funding stream are the National Lottery Community Fund, Comic Relief, Esmée Fairbairn Foundation, Paul Hamlyn Foundation and the Department of Digital, Culture, Media and Sport. This will be the first time the UK's social sector has had a dedicated, high-profile coalition jointly funding and championing the digital skills agenda which will aim to embed digital skills within civil society and scale up the delivery of digital programmes known to improve services and resilience amongst not-for-profits, especially digital leadership and service-design programmes.



The Catalyst will act as a focal point for advocacy and further action; leverage and coordinate the expertise and resources of hundreds of partners; and build on and scale up tested approaches in support of thousands of charities and social enterprises. The Catalyst launched on 11 July 2019, and featured a range of speakers including Margot James, former Secretary of State for Digital and Creative Industries (DCMS) and David Farnsworth, Director of CBT. Moving forward The Catalyst will be a live vehicle through which we can deliver sustainable and positive transformative change on digital skills for the charitable sector.

Our performance framework

Our framework (Appendix 2) commits us to measuring the effectiveness and impact of our work against 19 key performance indicators (KPIs), which are aligned to the strategy's three priority areas, as well as demonstrating our impact against our Corporate Plan for 2018-23.

The performance framework is an exciting development in the implementation of the strategy and sets us on a journey to collecting baseline and benchmarking data, meaning that in time we will be able to set targets and report on the impact we are having.

The key measure of success for this strategy is that businesses and other communities and stakeholders that we support, including our residents, learners and workers, will have the digital skills they need to thrive in a digital economy and society. We will embed collaboration, thought leadership and innovation across all aspects of our digital skills work, sharing our learning, including our use and support for the DQ™ framework, with the stakeholders we work with internally and externally from different sectors and with a global outlook.



The first year of this strategy has been a year of discovery.

We are continually enhancing our understanding and knowledge of digital skills and how they exist and develop across a spectrum. It is also clear that digital skills is a fluid term, beginning as the idea of technical skills and over time developing to cover attitudes and emotional characteristics as the digital world develops. As we become more familiar with our priority areas and the challenges of the digital skills gap, further informed by the work of future.now, we have moved away from our second impact measure relating to the DQ framework, which assesses digital skills within a broader framework and the connection to character qualities such as emotional intelligence. Instead, we are currently benefitting from other frameworks such as the Essential Digital Skills Framework for life and work, created by Lloyds Banking Group and used in their Consumer Digital Index, in which specific skills are based on specific groups. Used by government, industry and academia alike, it sets out the standard of what citizens in the UK need to achieve in order to participate fully in the digital world. This work is further being explored through future.now.

We are also in a position to make use of the fusion skills framework, which we developed in partnership with Nesta, and is highlighted in our key highlights for digital creativity. The implication of these frameworks means that we can better identify the groups of people who need the skills and the context in which they will use them i.e. work, everyday life, formal and informal learning. We will however continue to champion the DQ™ framework. Meetings to accelerate the connections and share work in area of fusion skills continues particularly around the importance of collaboration, bringing together the different pieces of the puzzle; the sharing economy and open standards instead of open sourcing; differentiation, personal as well as global; lifelong learning; the need for transparency; a community of language, an agreed 'taxonomy' of terminology.

The measure workstream of future.now will also be instrumental in providing measurement to help us build a better evidence base and can accurately identify the activities that deliver the greatest impact.

Digital skills will continue to be of strategic importance to the UK for the foreseeable future. We are therefore committed to pursuing our strategic vision for people and businesses, across the City, London and beyond, to be equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive, safeguarding of the City's status as a global leader.

The strategy is a framework and an established mechanism through which this first year has been used to set the right foundations from which we can progress digital skills for our organisation and employees, our residents, and the businesses and their workers we support across the City, London and the UK. The strategy has gained momentum and represents an exciting opportunity for us to show true leadership. We will work to consolidate and embed our early successes by continuing to work collaboratively to deliver innovative and impactful activities.

Whilst many of the activities in our action plan will continue and develop, we will also spend the next year focusing on:

- Providing support to **future.now** as it transitions into being an external-facing entity, following its launch on 10 October 2019

Presently the City Corporation have supported future.now through in-kind contributions in terms of venues for meetings and support from officers based within Mansion House, Innovation and Growth and the Town Clerk's department. The future role of the City Corporation as part of future.now is still being finalised.

- Social Value Panel recommendations for IT Procurement:

DSSO worked with procurement to help to frame the 'social value' component of our internal IT contract due to begin from 2020 onwards. This has unlocked funding for the successful contractor to work with our residents and learners under the citizenship and creativity pillars. The IT contract has gone to tender with the announcement of award expected in December 2019. Outputs expected include: Apprenticeships, Work placements for young people and Work placements for adults, Digital inclusion workshops for adult learners, Education/ careers visits with our sponsored CoL academies in Southwark, Islington and Hackney, as well as the annual careers fair held at the Guildhall and Cyber security/ digital skills workshop(s) for the charity sector and/or voluntary and community sector enterprises.

We will also be working in the next year to:

- Establish an informal partnership with Microsoft to collaborate on activities and projects that serve the strategy.
- Foster and embed lifelong learning that is focussed on digital skills in community engagement work through coffee mornings with Toynbee Hall.
- Work with Barbican and community libraries on the delivery of their current and future digital skills enhancement projects.
- Fully implement the strategy's performance framework.
- Identify and develop new activities that we can deliver in this space.

The first-year action plan was created in March 2019 in line with the DSSO role, which means the next plan would begin in March 2020. As a result of lessons learnt, the next action plan will run for 18 months from March 2020 until September 2021.

The City of London Corporation will maintain its commitment to digital skills, reflecting its status as a global leader and ensuring that we have the digital skills to drive productivity and promote social inclusion.

We are pleased to share the commitment enshrined in this report to ensure both people and businesses can thrive in the digital age.





EXECUTIVE SUMMARY: Digital Skills Strategy at the City of London Corporation, 2018 – 23

Shaping tomorrow’s City today

About us:

The City Corporation’s reach extends far beyond the boundaries of the Square Mile and the City, across the private, public, charitable and community sectors. Our digital skills strategy supports the aims set out in our Corporate Plan for 2018-23 to contribute to a flourishing society, support a thriving economy and shape outstanding environments.

Our Vision:

People and businesses, across the City, London and beyond, are equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive.

Our Outcomes:

- 1.The City, London and the UK have the skills, talent and digital expertise they need to drive digital productivity and competitiveness.
- 2.People and businesses have the digital skills they need to thrive in all aspects of their lives.

Who will we work with:

- The residents, learners and workers we work with directly.
 - The businesses we support in the City, London and beyond and local, regional, central and global governments.
- The communities we support through our charitable giving, distributed mainly via City Bridge Trust.

Our priorities

Digital Competitiveness

Digital Creativity

Digital Citizenship

Our activities

Working with businesses we will explore the ways in which we can:

- Support digital innovation and enterprise.
- Fill the digital skills gaps and shortages that businesses identify.
- Prevent and safeguard against cyber-attacks and cyber terrorism.

Links to Corporate Plan Outcomes 5, 6, 7, 8.

Working with businesses, educators and civil society, we will consider how we can:

- Raise educational aspiration and attainment in terms of digital skills.
- Prepare our learners, for the jobs of the future, in terms of the necessary digital skills, behaviours, attitudes and competencies.

Links to Corporate Plan Outcomes 3, 8, 10.

Working with individuals and communities, we will consider how we can:

- Use digital skills to address barriers and gaps to improve access and participation.
- Use digital skills to connect the capital, enable positive transitions and provide advice and support.
- Improve cyber, digital and financial inclusion and safety.

Links to Corporate Plan Outcomes 1, 2, 3, 4.

Implementing this strategy:

We will embed collaboration, thought leadership and innovation across all aspects of our digital skills work, in order to deliver the vision, priorities, outcomes and activities set out in this strategy, developing responses and interventions to the issues and opportunities that digital skills present society and the economy. We will promote and share our learning, championing the DQ™ digital intelligence framework as part of this. We will look outwards to identify where we want to intervene and track our impact.

Definition of digital skills:

Digital skills are the set of skills, attitudes and values which will enable people to thrive and flourish in current and future digital environments.

Outcomes:

- 1. The City, London and the UK have the skills, talent and digital expertise they need to drive digital productivity and competitiveness.
- 2. People and businesses have the digital skills they need to thrive in all aspects of their lives.

Total CPF KPI's: 18



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Digital Competitiveness

HLA: Support the digital innovation and enterprise

- London is #1 financial centre (Global Financial Centres Index)
- London's position in the Green Finance Index % increase in UK and India figures for fintech adoption
- % of Square Mile with coverage and connections to FTP fibre and 4G (5G) broadband

HLA: Fill the digital skills gaps and shortages that businesses identify

- % reduction in City firms experiencing skills gaps
- % positive feedback from businesses on CoLs role in creating solutions that ensure FPS has access to the digital talent it needs

HLA: Prevent and safeguard against cyber-attacks and cyber terrorism

- # of cyber attacks identified and resolved



Digital Creativity

HLA: Raise educational aspiration and attainment in terms of digital skills.

- School 'Progress 8' and 'Attainment 8' score
- # learners gaining a national accreditation
- # learners enrolled in training and courses

HLA: Prepare our learners, for the jobs of the future, in terms of the necessary digital skills, behaviours, attitudes and competencies.

- # participating in creative/cultural learning programmes (as per education, cultural and creative learning and skills strategies)
- # attending showcasing events/recruitment drives
- # work experience placements
- % uptake of fusion skills curriculum across our educational and cultural institutions



Digital Citizenship

HLA: Use digital skills to address barriers and gaps to improve access and participation.

- % of CoL collections available digitally

HLA: Use digital skills to connect the capital, enable positive transitions and provide advice and support.

- % people who report increased quality of life after relevant interventions
- # people benefitting from CBT funding

Committee	Dated:
City Bridge Trust (CBT)	28 th November 2019
Subject: Impact and Learning Strategy	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report authors: Ruth Feder and Jemma Grieve Combes (Heads of Impact and Learning)	

Summary

This report sets out the strategy for Impact and Learning at CBT for the Bridging Divides period (until 2023).

Recommendation

Members are asked to:

- Receive this report and agree the Impact and Learning strategy

Appendices

Appendix 1: Impact and Learning strategy and implementation plan 2019-2023

Appendix 2: Impact and Learning strategy on a page

Appendix 3: Impact and Learning strategy working definitions

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Impact and learning strategy and implementation plan 2019 - 2023

Vision: City Bridge Trust (CBT) uses evidence and learning strategically and flexibly to drive its work to reduce inequality and grow stronger, more resilient and thriving communities in London and beyond.

Summary

In our Bridging Divides funding strategy, we committed to learn what works, what our best contribution can be and to change and adapt our work in response. The impact and learning strategy and implementation plan puts this commitment into practice by driving forward CBT's use of evidence and learning across all its work including grant-making, 'funder plus', philanthropy and social investment. This represents a step change in CBT's approach which we believe requires the Trust to achieve three major organisational cultural changes:

1. Become more evidence and data driven, using learning and data at all levels of the organisations to improve philanthropic solutions and approaches.
2. Grow our organisational learning culture, creating a culture of shared learning and reflection within the CBT team and Committee.
3. Adopt an equitable approach to impact and learning that considers questions of diversity, equity and inclusion, and the current power imbalances between funder and funded organisations, in its design as well as implementation.

For each change the strategy sets out an aim, related interim outcomes and a comprehensive suite of activities to achieve them. Examples of these are provided in the strategy, and a more detailed working implementation document exists for the team (and is available on request). The strategy also includes a set of organisational learning questions and principles for how we will work. These are intended to be used across all impact and learning activities. Our 'strategy on a page' (annex 1) summarises all the aspects of the strategy. Several terms are used throughout the strategy which we recognise are open to interpretation e.g. 'learning organisation', 'equity' and 'data'. Our 'working definitions' (annex 2) page provides our starting point for these terms, but we expect them to develop over the lifetime of the strategy.

The strategy provides us with opportunities to use our data to its full potential and to create a culture which values and champions learning, internally, among our grantees and in the wider sector.

Scope of the strategy

- The strategy brings strategic focus to our impact and learning work, but we will also be flexible. Current times are uncertain, and the resilience of Londoners will continue to be tested. We will adapt the strategy to meet the changing needs of our grantees, other Londoners and CBT, aiming to incorporate our learning in real time.
- This is a strategy for the whole CBT team. The impact and learning team will oversee and enable activity, joining learning together at a strategic level, including, where appropriate, making links with the Corporation's Strategy Team, but delivery will be distributed across the team.

- The reach of our learning and data should be wide. From the outset we will share what we learn, using findings not only to improve what we do, but to help and influence others.
- The strategy covers all of CBT's philanthropic work including grant-making, social investment, philanthropy, funder plus, and the Central Grants Programme.
- Being 'evidence and learning' led is not necessarily straightforward. Evidence and data are varied, there are different forms of 'expertise', and learning is an adaptive process. Decisions based on data are subjective and open to challenge and learning needs and styles will vary.
- As a generalist, volume funder working with the resource and time limitations of this strategy, we will not be able to prioritise all the thematic areas we fund for learning. The strategy focuses and prioritises our learning.
- We are most likely to be effective if we commit to open and honest communication of what we want to achieve with our impact and learning strategy and our progress (both externally and internally).
- We will not get everything right: it is more important that we trial new approaches and learn and improve, than that we stay static and miss opportunities to improve the impact of our work.

Development process

The strategy and action plan are products of a 9-month research and consultation period working with Committee Members, CBT team members, funded organisations and external stakeholders including other funders. Research has included: a literature review; mapping of current activities; 3 staff events; a staff survey; meetings with key City of London staff teams including Strategy, Philanthropy and Social investment; a grantee survey completed by 157 grantees; a Committee away half-day session; analysis of our work from our learning partner Renaisi; and meetings with funders. The strategic direction was signed off by the CBT committee in July 2019 and the final strategy and action planning developed for CBT's November 2019 committee meeting.

This engagement process gave us insight into the motivations of the team and committee and indicated that the success of the strategy will be dependent on the extent to which team and Committee Members engage with and benefit from it early on. We hope these benefits will include richer learning opportunities and increased motivation resulting from deeper understanding for each of us about how our work contributes to the difference the Trust is making to Londoners. There will be opportunities from the outset for team and Committee Members to trial new approaches to impact and learning and help us continue to shape our approach.

Our learning: Civil Society context

The current civil society environment is complex and uncertain. Funded organisations are facing greater demand than ever for services as well as having to flex in order to survive the tumultuous funding environment. Funders are realising that setting static outcomes for a funding period is limiting and unhelpful in this environment and that a more pragmatic approach is to emphasise continuous

learning and embrace ongoing adaptation¹. At the same time, funders are acknowledging their responsibility to help ease the bureaucratic burden for funded organisations of having to report in different ways to different funders.²

CBT's investment in a more strategic approach to impact and learning was partly inspired by a number of funders shifting their focus from how they allocate funding to how and what they can learn from the organisations they fund.³ This shift is underpinned by a more sophisticated and transparent approach to sharing data and using data for decision making among civil society organisations, exemplified by the launch of 360Giving in 2015. As of November 2019, 115 funders, including CBT are publishing their data according to the 360Giving standard.

The three aims of this strategy reflect these changes in civil society, particularly the strategy's aspirations to using data better to inform decision making, to continually learn and adapt and to place greater priority on how evidence and learning should be designed in support of funded organisations.

Our learning: CBT's current impact and learning activities

The Heads of Impact and Learning conducted a detailed review of CBT's current impact and learning activities, sought the views of staff and funded organisations on their effectiveness and compared our practice with other funders. This revealed that CBT already has a wide range of impact and learning activities, including established systems for monitoring grants and applications; bespoke commissioned evaluations; regular statistical reports; ad-hoc events with grantees and sharing of data through 360Giving. Funded organisations surveyed by the Trust generally gave a positive picture of CBT's impact and learning activities. Perhaps most positively, most grantees felt that the Trust is open to having honest conversations. However, as expected, there are a number of areas that require strengthening, including taking a more strategic approach bringing together our different workstreams towards a common purpose; a more experimental approach to reflect advances in the wider field; better feedback loops during the planning cycle; and better communication about our impact and learning approach with grantees and the wider sector.

Our learning: how we learn

One of our Bridging Divides ambitions is to become a 'learning organisation'. Over the past 9 months, we have developed our understanding of what this means and where CBT currently is on its journey to becoming a learning organisation. This has been informed by research into the origins of the learning organisation as a strategic

¹ Comic Relief, in partnership with IVAR, *Driving Continuous learning as a grantmaker. Evidence Review: A summary*, October 2019.

² House of Lords Select committee on Charities. Report of Session 2016–17

³ for example, the Esmée Fairbairn Foundation has pledged to focus at least as much on learning from their grants as on allocating them, as set out in *Learning from our grants. Insight Report*, May 2017, and has invested in more transparent data sharing across the sector to help improve organisations.

management approach,⁴ applying the theory to our own work,⁵ and learning from effective learning organisations, including the [Pears Foundation](#) and the [Corra Foundation](#). It has also been informed by learning about how civil society employees are motivated through learning about how their work can help them to better contribute to the mission of an organisation they believe in.

We have adopted the following working definition of a learning organisation: *'An organisation which 'actively creates spaces and opportunities for knowledge and intelligence to inform and shape its day-to-day practices as well as its future direction, and embeds these within its culture' (IVAR)*

We tested this definition and refined our approach to this outcome through a staff survey and consultation sessions with Committee Members the CBT team. We know leadership is critical to an effective learning organisation. We spent dedicated time with senior leadership and Committee thinking about their role in leading a learning organisation. Figure 1 shows some emerging thinking and further development is built into the strategy.

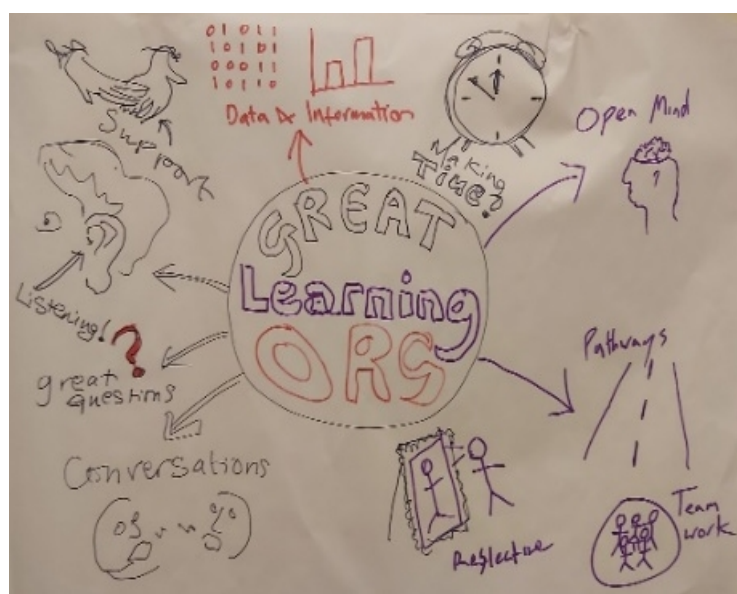


Figure 1: poster created by Committee and senior leadership showing the elements of a great learning organisation

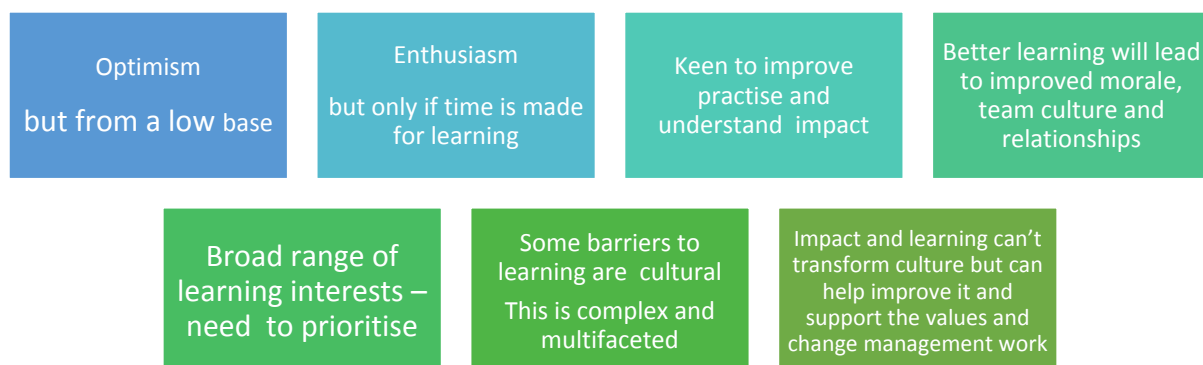
Figure 2 summarises the key views from the team. Whilst most felt that we are at the beginning of our journey to becoming a learning organisation, most are willing to contribute and optimistic about the potential. Unsurprisingly, at this stage, the primary motivation for becoming a learning organisation is internally focused. There is a feeling that we should get our 'own house in order' and focus on improving our own practice, making more intelligent funding decisions and judging the impact of our own activities.⁶ This is reflected in the outcomes we have chosen to focus on in the strategy.

⁴ De Geus 1988: <https://hbr.org/1988/03/planning-as-learning>

⁵ e.g. Garvine et al list 3 building blocks for an effective learning organisation: a supportive learning environment, concrete learning practices and leadership that models effective learning behaviour; 2008: Garvin, Edmondson and Gino, Harvard Business School and Mellon University

⁶ Based on IVAR survey categories

Figure 2: Summary of CBT team views on current learning culture



Our learning: equity and impact and learning

In recent years equity, diversity and inclusion have come increasingly to the forefront of trust and foundation thinking, challenging funders to re-examine their own practices, processes, assumptions and norms including through their impact and learning activities. CBT's mission is to reduce inequality and grow stronger, more resilient and thriving communities. Many of our grants programmes specifically aim to promote equity, for example, projects for Deaf and disabled people and older people, and support for survivors of domestic and sexual abuse. This gives us privileged access to a vast amount learning and data; relationships with experts in the field; and the opportunity to listen to the views of communities through the organisations we fund. We are also aware that as a funder, there is a power imbalance between us and the organisations we support which can play a significant role in shaping our impact and learning activities and thinking.

This area of our strategy has seen the most development during the 9 months of the strategy's creation. Taking inspiration from ACF's Stronger Foundations work on equity, diversity and inclusion⁷ and from the US movement around equitable evaluation⁸, we realised that to truly begin to achieve our Bridging Divides mission of reducing inequality, and to respond to the spirit in which the strategy was written⁹ we need to consider questions of diversity, equity and inclusion at a fundamental level and at the design stages. For example, considering what questions we ask (and do not ask); the type of grant monitoring and evaluation processes we use; who the findings are accessible to, useful to and owned by; whether our work tackles the systemic drivers of inequality, whether we are comfortable to talk about our failures; and whether we are aware of the communities and areas we are and are not reaching.

⁷ Diversity, Equity and Inclusion: the pillars of stronger foundation practice, 2019, ACF, https://www.acf.org.uk/downloads/ACF_DEI_Thepillarsofstrongerfoundationpractice_final.pdf - in particular see Pillar 3, 5 and 7

⁸ Center for Evaluation Innovation, Institute for Foundation and Donor Learning, Dorothy A Johnson Center for Philanthropy, Luminare Group. "Equitable Evaluation Framing Paper." Equitable Evaluation Initiative, July 2017, www.equitableeval.org.

⁹ "The need to speak 'truth to power' and ensure the voiceless are heard has come across overwhelmingly" <https://www.citybridgetrust.org.uk/blog/>

For this strategy we have decided to use the term ‘equity’ and are using the following working definition: *“Equity” involves the promotion of justice and equality of opportunity and outcomes within the procedures, processes and distribution of resources by institutions or systems. Tackling inequity requires an understanding of the underlying or root causes of disparities, both at the point of access and in terms of outcomes, within our society’.*¹⁰

This stream of work will be closely related to the implementation of our values of ‘inclusion’ and ‘representation’ which we see as approaches to achieving equity. Equity is a much broader concept and links to our overall mission to reduce inequality and grow stronger, more resilient and thriving communities. In the impact and learning strategy we have considered equity in relation to different communities and identities; but also in relation to power imbalances between funder and funded organisations, pertinent to us in our philanthropic role. We think it is important for new ways of funding we are considering, for example, Cornerstone with its link to systems change and commitment to partnership; and the small grants programme which has the potential to open up our funding to different types of organisation.

The strategy

The vision for the impact and learning strategy supports the vision of Bridging Divides: CBT’s 2018 – 2023 funding strategy and is closely aligned to both the Philanthropy Strategy (especially the role-modelling pillar) and the Communications Strategy. To achieve the Bridging Divides vision we believe we need to see three cultural shifts: to be evidence and learning led; to become a learning organisation; and to embed equity into our impact and learning work at all stages. We have taken each of these areas and broken them down into outcomes, prioritising what we believe is most pressing for CBT at the start of its journey.

Vision for Bridging Divides:

To **reduce inequality** and grow **stronger, more resilient, thriving communities** for a London that serves everyone

Vision for Impact and Learning:

To use evidence and learning **strategically and flexibly** to drive our work to **reduce inequalities** and foster **stronger more resilient, thriving communities** in London and beyond.

By the end of 2023 we aim to:

- 1 **Improve philanthropic** solutions and approaches
- 2 Grow our **organisational learning culture** at all levels
- 3 Embed an **equitable approach** to impact and learning

¹⁰ ACF adapted from Grantcraft 2018

https://www.acf.org.uk/downloads/ACF_DEI_Thepillarsofstrongerfoundationpractice_final.pdf

Aim 1: Improve philanthropic solutions and approaches

We want to become more evidence and data driven, using learning and data at all levels of the organisations to improve philanthropic solutions and approaches. Most of our activities will be focused on this aim. This focuses us in on what we want to learn and why and puts in place some tangible steps to achieve this. We have developed a set of organisational learning questions (see annex 1) to enable a more strategic approach to building organisational knowledge using findings and learning from across all our work. To achieve this aim, we have set out four outcomes which reflect our current organisational position and aspirations.

CBT learning questions

Provide clarity of purpose of the learning agenda: what we want to learn, why and to what end. New and existing impact and learning activities will refer to these questions allowing them to contribute to wider organisational knowledge alongside any bespoke learning questions.

To achieve the following outcomes, activities in 2020/21 will include:

Commission 2 annual learn and improve explorations of what we fund starting in 2020/21 with our environmental and accessibility work; refine our organisational theories of change and agree how we will baseline and measure our overall progress; provide regular (bi-monthly) and ad-hoc data analysis and insights using different types of data and learning, including findings from external sources, to support the team and Members to make effective decisions; and review Bridging Divides monitoring practices and pilot new approaches (initial focus on monitoring forms and learning visits).

1. We have a better understanding of the difference CBT's work makes and how it can be improved

CBT's work spans many thematic areas and many different types of work. We do not directly deliver work to benefit Londoners but enable and support other civil society organisations to do so. This means it can feel challenging and at times feel overwhelming to measure our impact. But by asking the right questions we can improve this process. We will focus on developing organisational wide theories of change and ways to baseline our work, alongside diving deeper into specific funded areas.

2. We make better use of evidence and learning, including team and grantee knowledge, to shape our work

There is a huge amount of knowledge within the CBT team, but we do not use this to its greatest potential. We will trial new ways of sharing learning ranging from better

knowledge management (methods of collating and storing knowledge centrally) to exploring whether Funding Managers should be specialists, generalists or somewhere in the middle. We will draw on our funded-organisations and research from further afield to better understand the external environment and what it means for our philanthropy.

We will need to agree how we want our findings to shape our work e.g. whether this focuses on what we fund, where we fund or how much funding we prioritise for different activities. To ensure our findings result in changes to our work, impact and learning activities need to be part of feedback loops whereby we continuously set our learning parameters, gather and analyse the data, learn from the findings and share and respond to lessons learned. Currently most activity focuses at the 'gather and explore' stage. In the strategy implementation we have built in more opportunities to learn from our findings and use them to make sure our practice and decision-making is effective and will need to expand these as our work develops.

Figure 3: impact and learning cycle

3. We share our findings more routinely and accessibly including where things haven't worked to influence policy and practice more widely

As the charitable arm of Bridge House Estates and as London's largest independent funder, CBT is in a unique position to reach across different sectors including other funders, wider civil society, local government and Government. Reflecting and supporting the priorities of both the Philanthropy and Communications Strategies, we will look at ways to openly and honestly share our findings, prioritising other funders and funded organisations, including where things have not worked, through events, blogs and networks.

4. We have higher quality, more purposeful data collection and analysis systems

CBT already has some data analysis capability, but we are ambitious about developing this into a fully-fledged data analytics function by taking on a specialist Data Analyst. Through this function we will baseline our current work, undertaking the charity Data Maturity Self-Assessment and will improve how we collect, analyse and use our data. We will provide more analysis and insights and coach team members to better use data in their work.

Aim 2: Grow our organisational learning culture at all levels

We want to grow our organisational learning culture, creating a culture of shared learning and reflection within the CBT team and Committee. This is very much an enabling aim – if we are not successful in becoming a learning organisation the success of our other aims will be limited. However, our success here is predicated on a significant cultural shift, as well as significant leadership engagement, and the level of change should not be underestimated. We have therefore set out below three initial outcome areas which strongly reflect the feedback from our analysis of the CBT team and Committee and are grounded in good practice / theory.

To achieve the following outcomes activities in 2020/21 will include: full team training in how to learn together (e.g. in appreciative inquiry or similar); 2 SLT and committee 'leading a learning organisation' sessions; 6 team 'sit down' learning sessions; apply organisational learning questions across all new and (where possible) existing impact and learning activities starting with grant monitoring systems.

1. We have a more supportive learning environment that creates time and space for learning

While there is widespread enthusiasm for working together to become a learning organisation, this will not be possible without dedicated time for learning activities and the perspective that comes with creating space to reflect. To overcome this we will deliver an engaging programme of learning events, with an initial focus on the skills needed by all team and Committee members to learn together effectively and targeted events for senior leadership and Committee on how to lead a learning organisation, including impact and learning in new member inductions.

We will develop a programme of learning which will be strategic, with a focus on how each activity will move us closer to our vision. Activities will include curating regular

2. We have a more strategic and diverse range of practices and processes to support team and individual learning

3. We have a clearer and shared understanding of what our learning priorities are

team "sit down" meetings, drawing on the skills of the team to deliver peer support and training sessions and trialling dedicated, weekly, work-related self-learning.

We will apply our organisational learning questions across all our activities and processes, to ensure our learning is purposeful and helping to move us towards our values, mission and vision. We will start by reviewing our grant monitoring systems through this lens. '

Aim 3: Embed an equitable approach to impact and learning

We want to embed an equitable approach to impact and learning that considers questions of diversity, equity and inclusion, and the current power imbalances between funder and funded organisations, in its design as well as implementation. We have set out 5 key outcomes to start us on this journey, as well as some principles to guide all our activities (see annex 1).

Impact and learning principles: a checklist for all impact and learning activities to ensure we are working in fair and equitable ways.

To achieve the following outcomes activities

in 2020/21 will include: Establish external impact and learning advisory group predominantly drawn from funded organisations including equality-led organisations; commission trust and foundation benchmarking survey with applicants and grantees; take part in GrantAdvisor pilot; review and analyse staff demographic data already collected.

1. Increased understanding of the impact of our funding on diversity, equity and inclusion

Whilst CBT has some existing impact and learning good practice around diversity, equity and inclusion we realise that not only have we got a long way to go, we do not necessarily know what journey we need to take. To achieve this, we will need to engage and learn from sector-wide initiatives, work more closely with our grantees and work closely with the team Equality Champions and cross-team values implementation group.

2. More meaningful opportunities for funded organisations to influence us and hold us to account

Power imbalances between funder and funded organisation as well as an accountability deficit where funders are not held to account by the same rigour they would hold funded organisations to account, limit the opportunities for funded organisations to provide meaningful feedback. As a first step we will establish an impact and learning advisory group primarily made up of funded organisations. We will continue to take part in the pilot of 'GrantAdvisor'.

3. We more routinely and effectively share the success and learning of funded organisations and the people they support

City Bridge Trust has access to a vast amount of data and learning about the organisations we fund including success stories, practice learning and reflection, thematic and geographic expertise and published evaluations/reports. We will better share this learning and provide opportunities to showcase funded-organisation success and learning.

4. Increased understanding of the impact of our funding on diversity, equity and inclusion

With the appointment of a Data Analyst we will continue to provide and improve analysis of our funding by theme, community and geography, and will use this to generate insights about what and how we fund. We will work alongside 360 Giving and other funders to provide our data in a form that is useful to others. We will ensure all team and Committee members have regular opportunities to meet face to face with funded organisations including those from equality-led organisations.

5. Better understanding of our own diversity, equity and inclusion practices

We know that for a more equitable impact and learning strategy we need to better understand our organisational history, diversity and unconscious bias. We will analyse our staff demographic data and with the CBT Equality Champions find opportunities for team diversity, equity and inclusion training.

Conclusions

We believe the success of the strategy is largely based on the extent to which the team engage with it as their own and gain the benefits of richer learning and better insight into the difference the Trust is making. For this reason we have designed it so that from the start there will be various pilots and initiatives for interested team members to take part in, including a self-learning experiment, trialling new approaches to grant monitoring, managing evaluations and bringing their skills to the team training programme, potentially co-facilitating. Throughout the strategy creation we have focused on consulting with and engaging the Committee and team. We will continue to put our efforts into this as we implement the strategy to help create a culture where people are motivated to learn together in order to achieve better outcomes for Londoners.

Measurement

We have established several key methods of measuring the success of the strategy and will develop these further as we agree the organisational theories of change and baseline.

- 6-monthly and annual Bridging Divides progress reports delivered by Renaisi
- Measuring Up! Self-assessment to baseline our current impact practice
- New digital Data Maturity Self-Assessment tool for charities to baseline our data maturity
- 2 yearly benchmarking survey assessing our relationship with funded organisations and applicants
- Annual grantee survey and analysis
- Annual team survey and analysis of our progress towards being a learning organisation

Risks and mitigations

Risks	Mitigations
Cultural barriers to change	Continue to involve the team in the implementation progresses and ensure they are clear how their feedback is taken on board. Engage with wider change management process
Not enough resource to realise ambition	Prioritise actions that will make the biggest impact Look at creative ways to achieve goals Explore additional staffing resource if necessary
Work is not sufficiently integrated across all CBT's functions	Continue to meet regularly with staff representing different organisational functions e.g. social investment and philanthropy
Committee and SLT not sufficiently engaged in the strategy	Specific sessions planned for committee and SLT on their leadership role in creating a learning organisation Attend SLT and committee regularly to share progress
Not asking the right questions to ensure we add value	Organisational wide evaluation questions Consultative process with team, sector colleagues and grantees

How does this link to other CBT work?

The impact and learning strategy cannot be delivered in isolation. To ensure effective delivery we will work closely with the communications strategy, organisational values implementation, the wider programme of change work (including the Bridge House Estates and wider charities review) and the CBT Equality Champions.

Resourcing

Resources available to support the delivery of the strategy are: Head of Impact and Learning; Data Analyst; support from the Philanthropy Director and CBT's Head of Communications; input from all team Members; and Renaisi our learning partner. If our ambition requires further support, we will explore additional staffing resource.

City Bridge Trust Impact and Learning Strategy on a page 2019 - 2023

Vision	<i>City Bridge Trust uses evidence and learning strategically and flexibly to drive its work to reduce inequality and grow stronger, more resilient and thriving communities in London and beyond.</i>			
Aims	Improve philanthropic solutions and approaches	Grow our organisational learning culture at all levels	Embed an equitable approach to impact and learning	
Interim outcomes	Better understand our impact and how to improve	More supportive learning environment with time & space for learning	Greater understanding of link between equity, impact and learning	
	Better use of evidence and learning to shape work	More strategic and diverse learning practices & processes	Funded organisations influence and hold us to account more routinely	
	Higher quality more purposeful data collection and analysis	Clearer & shared understanding of what we want to learn	Better understanding of our impact on equity and including our own practices	
	Better sharing of findings to influence wider practice		Share more learning of funded organisations	
Some priority actions	<p>Agree theory of change</p> <p>Appoint Data Analyst</p> <p>2 learn and improve thematic evaluations</p> <p>Pilot new approaches to grant monitoring</p> <p>Redesign impact and learning webpages</p> <p>Regularly submit data to 360 Giving</p>	<p>Whole team training on how to learn together</p> <p>Regular programme of training sessions and 6 "sit down" meetings</p> <p>2 'leading a learning organisation' sessions for Committee and SLT</p> <p>Apply learning questions across all impact and learning activities</p>	<p>Establish impact and learning advisory group with funded organisations</p> <p>Funded organisations attend at least 2 team and 2 committee sessions</p> <p>Share more stories from funded organisations</p> <p>GrantAdvisor pilot</p>	
Measurement	Renaissi 6 monthly reviews, including team, committee and other stakeholder interviews	2 yearly benchmarking survey with funded organisations & applicants	Annual grantee survey and analysis	Annual team survey and analysis

Organisational learning questions

What do we want to find out?

What is the impact of CBT's work on

People and communities

What is the effect of this work on different populations?

Civil society organisations

What difference are we making to civil society organisations in London?
What is the effect of this work on different organisations and sectors?

How effective is CBT's approach to

What it funds?

Are we funding the right work in the right way? (is the theory of change valid)
Are we tackling systemic causes or symptoms?
Are we working with the right communities to achieve our aims?

How it funds?

What models of funding are most effective?
Is this work in line with our values?
Are we working with the right civil society organisations to achieve our aims?
What is our relationship with partners?
How can we share and facilitate learning to achieve our mission?
Is our total assets approach and Funder Plus work clear and effective?

CBT impact and learning principles: questions for all impact and learning activities

- a. Are we clear about what we want to know and why? Have we tackled our learning questions?
- b. What will we do with the findings and how will we communicate this to our partners?
- c. Is this a proportionate use of resource (for us and our partners)?
- d. Are our expectations of partners fair and clear?
- e. How will we ensure we are seeking views from a diverse field?
- f. Is this the best method of finding out what we want to know?
- g. Will this help us achieve our organisational vision?
- h. How will our partners and London communities benefit from this?

Appendix 3: Impact and Learning strategy working definitions

Philanthropy	The giving of money, time, skills and assets by individuals, businesses, trusts and foundations.
Data	Any information, knowledge or learning collected by us or by others, including qualitative, quantitative and reflective materials.
Impact	The long-term difference we make
Learning organisation	An organisation which ' <i>actively creates spaces and opportunities for knowledge and intelligence to inform and shape its day-to-day practices as well as its future direction, and embeds these within its culture</i> ' (IVAR)
Evidence	Anything presented to support decision making. This could be data collected by us or by others and can include qualitative, quantitative and reflective materials.
Partners	The organisations we fund.
Equity	"Equity" involves the promotion of justice and equality of opportunity and outcomes within the procedures, processes and distribution of resources by institutions or systems. Tackling inequity requires an understanding of the underlying or root causes of disparities, both at the point of access and in terms of outcomes, within our society. (ACF adapted from Grantcraft 2018 ¹)

¹ https://www.acf.org.uk/downloads/ACF_DEI_Thepillarsofstrongerfoundationpractice_final.pdf

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Committee	Dated:
City Bridge Trust (CBT) Committee	28 th November 2019
Subject: Communications Vision and Plan, 2019-23	Public
Report of: The Chief Grants Officer & Director of City Bridge Trust (CGO)	For information
Report author: Catherine Mahoney - Communications Manager, Charity and Philanthropy	

Summary

This report sets out the strategic communications vision and plan to support the delivery of the Bridging Divides and the Philanthropy Strategies. Appendix 1 provides an overview and a more detailed vision is available on request.

Recommendation

Members are asked to:

- Receive the report and note its contents.

Main Report

Background

1. In April 2019, CBT employed a Communications Manager for Charity and Philanthropy. This role is to enhance the efforts to deliver the Bridging Divides and Philanthropy strategies via enhanced strategic communications.
2. This direction and aims in this communications vision have been informed by collaborative meetings with the CBT Committee and staff team.

Introduction and Context

1. CBT is the charitable funding arm of Bridge House Estates, and its sole trustee is the CoLC. CBT is London's largest independent charitable funder, distributing at least £20 million a year to reduce inequality and make London a city where all people and communities can thrive, especially those experiencing disadvantage and marginalisation.

2. This Vision has been designed by the Strategic Communications Manager for Charity and Philanthropy, in collaboration with the CBT Committee and the officer team; the Director of Communications for CoLC and the media team. This Vision supports the delivery of the Bridging Divides & Philanthropy Strategies; whilst also being aligned to the CoLC's Corporate Plan aims and outcomes to contribute to a flourishing society, shape outstanding environments and supports a thriving economy.
3. This Vision sets out how targeted, joined up and strategic communications will strengthen, build and enhance the reputation of Bridge House Estates' funding arm, CBT, and the CoLC in general, giving us a greater platform and influence amongst our target audiences and stakeholders. By 2023, both CBT and the CoLC will have enhanced their reputation and profile for high impact philanthropy, including as powerful conveners and collaborators in this space. CBT will have strengthened its identity as a learning organisation and built a stronger reputation as an authority both on existing and emerging social issues and solutions, as well as the funding techniques to support them.
4. A summary of the Communications Vision and Plan, 2018 – 23 is provided at appendix 1.

Appendix 1: Communications Vision and Plan, 2018 – 23: *Sharing our stories, successes and impact to achieve our mission*

Strategic Communications:

Strategic communication is often defined as “the purposeful use of communication by an organisation to fulfill its mission.” Strategic communication is a powerful force for good in public service. When practised effectively it can help improve and enhance lives.

Who we will work with:

Key audiences and stakeholders, internally and externally, including foundations and charities, civil society, the media, CBT grantees, Central and Local Government, policy makers, opinion leaders, the GLA/ Mayor of London and Business Leads. Internally, we will align with , the City Corporation Communications and Media Team, the Remembrancer’s Team, the Social Mobility and Responsible Business Teams, Mansion House and the Lord Mayors Appeal.

Communications Vision

The Communications vision is to support and increase the impact of the Bridging Divides vision: ‘For London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation’;

and the Philanthropy Strategy vision: ‘Individuals and communities, especially those experiencing disadvantage and marginalisation, thrive as a result of higher impact and higher value philanthropy’.

Overall Communications Aim

Targeted, joined up and strategic communications will strengthen, build and enhance the reputation of the CBT and CoLC in general, giving us a greater platform and influence amongst our target audiences

1.Profile, influence and impact of CBT strengthened and promoted

2. CBT has a stronger reputation as an authority on existing and emerging social issues and solutions

3.The CoLC and CBT strengthen their positioning as powerful convenors and collaborators in the Philanthropy space

This work supports the delivery of the following strategies:

Bridging Divides, CBT Impact and Learning Strategy, Philanthropy, Volunteering, Social Mobility, Responsible Business and the pending Charites Review and Bridge House Estates Review

Our Activities

Our focus will be to **align our messaging** and **proactively share stories, in an innovative way** in multiple formats and to a wide range of our stakeholder audiences.

Why is aligning and storytelling important:

- Tells a joined up and more powerful story about city philanthropy
- Results in a louder collective voice
- Ensures we are communicating as one on our philanthropic work
- Creates increased, and more impactful opportunities to influence key audiences
- Uses our total assets story to position our philanthropy story within London, the UK and overseas
- Creates more coherence and alignment around Responsible Business and Social Mobility strategies
- Convenes strong coalitions and partnerships with our funding partners and stakeholders

What stories will we tell:

- What works and what doesn't - internally and externally
- Impact and change achieved
- How to role model and communicate effective Philanthropy
- Problems and issues as they arise
- Solutions to problems identified.

How will we tell our stories:

- Internal Communications, Speechwriting, Public Affairs
- Media & PR Activity, Social & Digital Media
- Deploying ambassadors and spokespeople
- Impact and Learning Reports
- Events

- Gives civil society a platform.

Measures of Success



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Committee:	Date:
City Bridge Trust (CBT)	28 th November 2019
Subject: Financial Position of CBT in respect of the period ended 30 th September 2019	Public
Report of: Chief Grants Officer and Director of CBT The Chamberlain	For Information
Author Nathan Omane, Senior Accountant (Charities) - Interim	

Summary

This paper sets out CBT's financial position against budget for the period ended 30th September 2019. CBT's latest approved budget is £23.459m, made up of an allocation of £21.338m to the grants programme and £2.121m (net of income) to operational costs (split across local risk, central risk and recharge budget lines).

At the halfway point of the year, there is an underspend in Local Risk of £293k. This is mainly from Supplies and Services and Employee Costs. This is timing related with costs expected for the remainder of the financial year.

There is an overspend in Central Risk of £4.732m, utilising funds previously allocated to support the delivery of the Bridging Divides funding strategy (2018-2023). The overspend in Central Risk is due to an increase in grant applications and is explained in detail in section 6 below.

Overall the net spend is over budget by £4.439m for the six months to 30th September 2019.

Recommendation

- a) That the report be noted.

Main Report

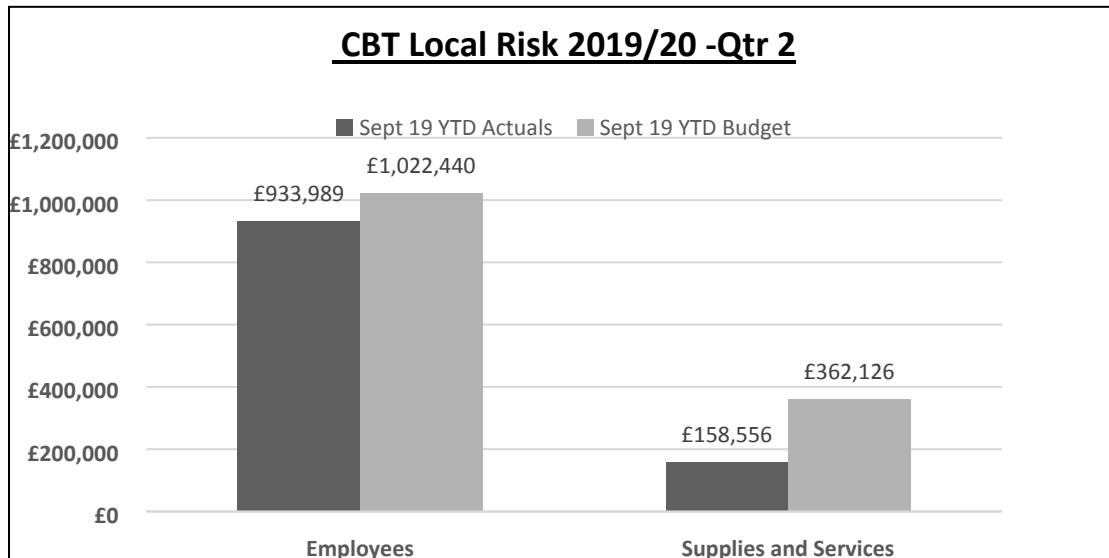
Table 1: CBT Budget v Actual Spend, Period Ended 30th September 2019.

	ACTUAL YTD	BUDGET YTD	VARIANCE YTD	VARIANCE YTD	FORECAST OUTTURN	ANNUAL BUDGET	FORECAST VARIANCE	FORECAST VARIANCE
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Local Risk								
Employees	(934)	(1,022)	88	9	(2,090)	(2,090)	0	0
Transport	(2)	(4)	2	47	(9)	(9)	0	0
Supplies and Services	(159)	(362)	203	56	(670)	(629)	(41)	(6)
Total Expenditure	(1,095)	(1,388)	293	21	(2,769)	(2,728)	(41)	(1)
Income	57	57	-	-	198	198	-	-
Total Local Risk	(1,038)	(1,331)	293	22	(2,571)	(2,530)	(41)	(2)
Central Risk								
Grants	(15,071)	(10,353)	(4,718)	(46)	(26,464)	(21,338)	(5,126)	(24)
Depreciation	(15)	(15)	-	-	(31)	(31)	-	-
Social Investment Income	234	248	(14)	6	475	530	(55)	10
Total Central Risk	(14,852)	(10,120)	(4,732)	(47)	(26,020)	(20,839)	(5,181)	(25)
Recharges	(53)	(53)	-	-	(103)	(103)	-	-
Total Net Expenditure	(15,943)	(11,504)	(4,439)	(39)	(28,694)	(23,472)	(5,222)	(22)

Analysis of Table 1

Local Risk

The graph 'CBT Local Risk 2019/20 – Qtr. 2' shown below, compares the year-to-date (YTD) spend and latest approved budget for Local Risk.



Employee Costs

1. At the end of the September 2019, staff costs were underspent by £88k against budget. Full time equivalent (FTE) headcount was 28.2 compared to a budgeted FTE headcount of 29.8. Some vacancies, notably the Data Analyst, now advertised is yet to be recruited to, with the Senior Accountant Charities role currently covered by an interim. The Charity Operations Manager role is also currently vacant.

Supplies and Services

2. Supplies and Services, which include consultancy, software maintenance and support, subscriptions, and events and conferences, were underspent by £204k. Of this underspend £79k relates to fees and services to the Philanthropy House (PH) project. This underspend is due to a temporary pause on the PH project whilst awaiting conclusions of the Fundamental Review. These have implications for which property to recommend to the Policy and Resources (P&R) Committee to deliver the project. Once a

decision is made on the property to be progressed, associated spend will be initiated.

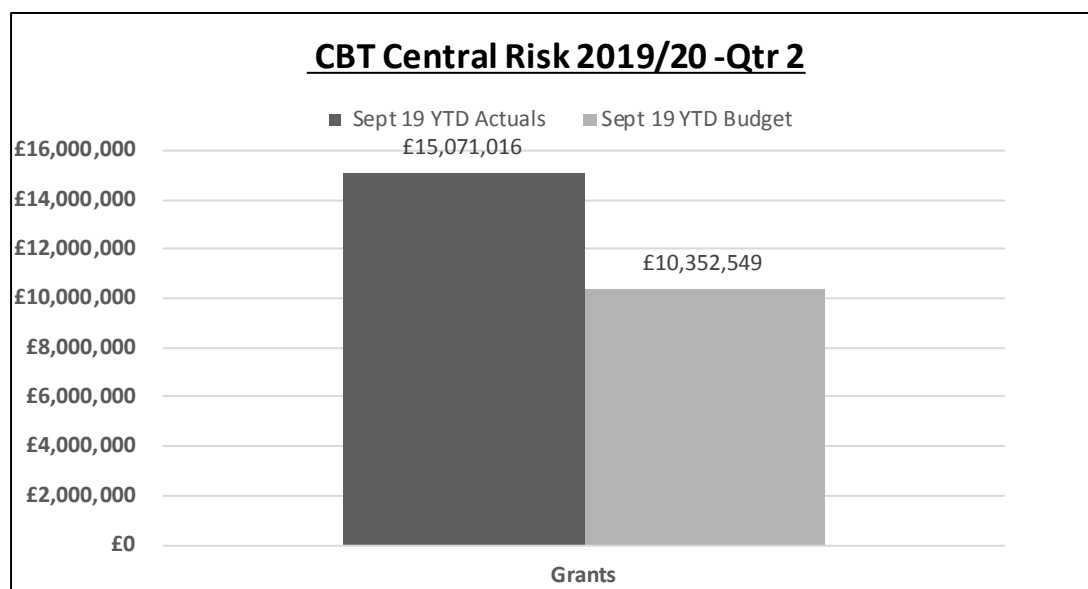
3. The late installation of the new CRM database, Blackbaud Grant Making (BBGM) accounts for £38k of the underspend. Due to the volume of data on the old system, Gifts Alta, CBT was advised to postpone the live date until early October. The system is in place now with costs expected to be incurred in the second half of the year.
4. Underspends in Legal fees (£60k), consultancy fees (£21k) and small cumulative small underspends spread across various areas, where costs were yet to be incurred as at the end of September 2019.

Income

5. Income of £57k is on target to budget and relates to the Wembley National Stadium Trust contract for the first six months of the year.

Central Risk

The graph 'CBT Central Risk 2019/20 – Qtr. 2' shown below compares the year-to-date (YTD) commitment and latest approved budget for Grants.



Grants

6. Grant expenditure as recorded in CBT's financial records for the half-year ended September 2019 was £15.071m against a budget of £10.353m, being grants approved from the first three committees of the year. The £4.719m over delivery in grants was due to an increase in grant applications and the processing and approval of backlog of core grant applications. There is also a

timing difference for the Cornerstone/Anniversary Programme Infrastructure Support grant committed much earlier than originally anticipated.

7. Current full year grant commitments forecast is £26.464m which is above the original budget of £21.338m. With the over delivery in the current year, CBT will be utilising, in advance, some of the remaining funds allocated to the 5-year Bridging Divides funding strategy (2018-2023). This was £100m for the period. It should be noted that an increase in this budget is being sought in the 2020-21 budget paper elsewhere in your papers.
8. A more detailed analysis of the grants budget can be found within the Grants Budget and Applications report.

Depreciation

9. The charge for depreciation represents a general allocation of depreciation on the Guildhall facility.

Social Investment Fund

10. Income on Social Investments for the six months ended 30th September 2019 was £234k against a budget of £248k. The £14k shortfall is due to an agreed rate reduction in the one investment and another investment not been made in the year.

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Committees:	Date:
City Bridge Trust (CBT)	28th November 2019
Subject: CBT High Level Summary Business Plan & Budget Estimates 2020/21	Public
Report of: David Farnsworth, Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report author: Scott Nixon, Head of Director's Office Nathan Omane, Senior Accountant Charities (Interim), Chamberlains	

Summary

This report presents for approval the CBT high-level summary Business Plan and budget estimates for 2020/21.

To reflect CBT's position as the centre of philanthropic and charitable excellence within the City of London Corporation (the Corporation), the business plan and budget cover all areas of CBT activity and associated costs. This includes the delivery of:

- the Philanthropy Strategy;
- the Bridge House Estates (BHE) charitable funding strategy, Bridging Divides (BD);
- the BHE Social Investment Fund;
- the Central Grants Programme;
- the Wembley National Stadium Trust contract; and
- the BHE and wider Charity reviews.

In governance terms, it is highlighted in the paper which areas the CBT Committee is responsible for within its agreed terms of reference.

Recommendations

Members are asked to:

- approve, subject to the incorporation of any changes sought by this Committee, the final high-level summary Business Plan for 2020/21 in respect of those areas within the CBT Committee terms of reference;
- review and approve CBT's proposed revenue budget for 2020/21 in respect of those areas within the CBT Committee terms of reference for submission to Finance Committee;

- iii) authorise the Chamberlain, in consultation with the CGO, to revise these budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme;
- iv) agree that minor amendments for 2019/20 and 2020/21 budgets arising during budget setting be delegated to the Chamberlain.

Main Report

Background

1. As part of the new framework for corporate and business planning, CBT and Corporation departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives.
2. For 2020/21, the high-level summary Business Plan has been further evolved to make use of the information now available and give a better overview of CBT's work and where it may contribute to the Corporate Plan. It provides an overview of CBT's activity and resources, mainly but not limited to the forthcoming 12 months. As a high-level summary, this document does not capture the granularity of work but gives the overall picture of CBT's activity, customer feedback, trends where applicable and direction of travel.
3. For the first time in 2020/21, high-level summary Business Plans are being brought forward alongside budget estimates, pending full integration of the processes for 2021/22, to inform medium-term financial planning and the development of spending priorities. This report therefore presents the budget estimates and draft final high-level summary Business Plan together as appendices.
4. This report presents, at Appendix 1, CBT's draft high-level summary Business Plan for 2020/21. This includes all areas of activity located within the CBT team to reflect CBT's position as the centre for charitable excellence within the Corporation. Whilst it is important for the CBT Committee to be aware of the full scope of all the work and its inter-connections, the work which the CBT Committee is directly responsible for in governance terms is highlighted both in Appendix 1 and below at paragraph 10.
5. It is important to note that some of the work streams included in the draft high-level Business Plan may come to fruition during the course of the coming financial year, in particular the BHE and Charity reviews. These may have impacts on resourcing which are as yet not possible to predict.
6. It is also important to note that whilst additional resource requests have been built into the 2020/21 CBT Budget (namely additional grant funding, related operational capacity and additional resources to embed the communication and learning and impact work integral to the Philanthropy and BD strategies); there is more work to be done on the optimal configuration of this resource – this will be informed by the CBT Committee's discussions of relevant papers at this committee.

7. At your September 2019 CBT Committee you agreed in principle to there being an additional charitable funding resource request from BHE for a further £25m for the duration of the strategic period (i.e. the remaining 3 years from April 2020-2023). The 2020/2021 proportion of the additional £25m request in this respect is included in the budget below. (Please see paragraph 13)
8. Whilst CBT is guided by the Corporation's Corporate Plan and will align wherever feasible, governance requirements (namely the Corporation being the sole corporate trustee of BHE) mean that CBT is required to follow the charitable funding strategy approved by the Court of Common Council, on recommendation of the CBT Committee. This strategy is currently BD.

Draft high-level summary Business Plan for 2020/21

9. At Appendix 1, this report presents the draft CBT high-level Business Plan for 2020/21 (the Plan).
10. The Plan reflects the key areas of CBT's activity, namely the delivery of:
 - a. **the Philanthropy Strategy;**
 - b. **the BHE charitable funding strategy, BD;**
 - c. **the BHE Social Investment Fund (operational budget);**
 - d. the Central Grants Programme;
 - e. **the Wembley National Stadium Trust contract;** and
 - f. the BHE and wider charities reviews.

NB a, b, c and e in bold above are within the direct governance oversight of the CBT Committee; d and f are all relevant and the inter-connections important for this Committee but are themselves subject to different governance oversight.

Departmental budget estimates for 2020/21

11. In line with the Plan, this report presents the budget estimates for 2020/21 in respect of all the activities undertaken/hosted by CBT. The only exception to this is the BHE review activity as this is supported by a dedicated BHE review fund which is separately budgeted and accounted for.
12. A summary of the 2020/21 budget is set out in Appendix 2.

Central Risk

13. The 2020/21 budget takes account of the September 2019 CBT Committee discussions in respect of next year's CBT 25th anniversary: a recommended uplift of £25m in the charitable funding to be spread over the remaining 3 years of the BD strategic cycle. This therefore equates to an additional £8.33m per year (i.e. one third of £25m).

Table 1: Grants Budget Analysis

	£000s	£000s
Main Grants Forecast Outturn 2019/20	(25,426)	
Anniversary Programmes/Employability 2019/20 Forecast Outturn	(195)	
Anniversary Funds/Infrastructure 2019/20 Forecast Outturn	(843)	
2019/20 Grants Outturn	(26,464)	
Main Grants Forecast Outturn 2019/20	25,426	
Main Grants Approved Budget 2019/20	(20,300)	
Main Grants Forecast Overspend 2019/20	5,126	
Main grants programme - Bridging Divides 2020/21	(20,000)	
Main Grants Forecast Overspend 2019/20	5,126	
Revised Main grants programme - Bridging Divides 2020/21		(14,874)
Grants uplift		(8,333)
The Prince's Trust		(3,000)
Existing Designated Fund Spend :		
Anniversary Programmes/Employability		(361)
Anniversary Funds/Infrastructure		(870)
Total		(27,438)

14. Table 1 sets out the expected grant commitments for 2020/21. This includes the already agreed £20m grant funding for 2020/2021, adjusted for the advance commitments made in 2019/20 of £5.126m, alongside the request for a further anniversary uplift over the next 3 years. Also, within this is £3m for The Prince's Trust - 2020/21 being the year for the next tranche of funding within the overall 10 year programme, as previously approved by the Court of Common Council.

15. Table 1 also sets out the existing Designated Fund spend: The Employability programme will continue to support a range of activities to help tackle unemployment amongst young disabled Londoners. Under this programme, bursaries of up to £4,000 per person on behalf of CBT will be awarded to London's small and medium sized companies and charities for paid work experience placements. A further initiative may be supported to provide opportunities for disabled young persons to train as access consultants. A second round of the Cornerstone Fund (Anniversary Funds/Infrastructure) is planned with the budgeted funding being approved during 2020/21. It will be launched following consultation with existing aligned funders, potential new funders, Round 1 grant-holders and potential beneficiaries for funding from Round 2.

Social Investment Fund Income

16. Income on Social Investments budget for 2020/21 is £409k, a decrease of £121k compared to the budget for 2019/20 because some current portfolio holdings are expected to mature in 2020/21. Informed by the BHE Review, the team are

currently working up proposals to better align the CBT grant-making and social investment fund.

Local Risk Budget 2020/2021

17. At Appendix 3, the Summary Budget by Committee sets out the elements of the budget for which the CBT Committee has responsibility for, alongside the split for other Committees.
18. At your September Meeting, you agreed that should the £25m uplift in charitable funding be approved, there would need to be a proportional uplift in CBT's operational budget. A request for an increase of £390k in the Local Risk budget 2020/2021 is included below. This comprises:

Employee Costs

19. The proposed employee budget for 2020/21 is £2,729k, an increase of £639k compared to the latest approved budget for 2019/20. Of the proposed employee costs £2,179k are direct employee costs where the postholder is either working exclusively for the CBT, the charitable funding arm of the BHE, or has a significant portion of their tasks and duties related to this work. Appendix 7 presents the split of employee costs across responsibilities.
20. Compared to the 2019/20 latest approved budget for similar posts, the proposed budget has increased by £296k. This increase comprises: additional Funding Manager/administrative capacity; additional dedicated capacity to implement the new learning and impact strategy and the new communications vision (both the subject of dedicated papers at this CBT Committee meeting); and to help support the increased level of grant funding reflected in this budget there is an enhanced Charity Finance team.
21. It should be noted that one of the proposed posts is to enable CBT to participate in the **2027 Programme** which aims to place people from a working-class background within grant-making organisations. It is not an internship – the individuals are expected to fulfil a role within the organisation on a par with other members of the grants team, following a rigorous selection process. This would be a valuable contribution to a funder collaborative aiming to improve the diversity of operational teams in the foundation world. It sits squarely within our values and will increase our capacity.
22. The balance of the proposed uplift in employee costs outside of the governance purview of the CBT Committee relate to: resources to support the expanded role of the Central Grants Unit to undertake the administration and distribution of the Community Interest Levy; continuing resources to support the wider Charity Review; and an enhanced Charity Finance function in support of efficiency and effectiveness improvements arising from both the BHE and wider Charity Review.

Non-Employee Costs

23. The proposed 2020/21 budget for non-employee (supplies and services) costs is set out in Table 2 below:

Table 2 Non-employee costs – CBT and activities hosted by CBT

Supplies and services	Latest Approved Budget 19/20	Proposed Budget 20/21	Variance
Local Risk			
	£000s	£000s	£000s
Equipment, furniture, materials	(3)	(41)	38
Clothes, Uniforms	(1)	(1)	-
Printing, stationery, general office	(22)	(15)	(7)
Fees & Services	(342)	(413)	71
Communications & Computing	(157)	(208)	51
Hospitality/Events/Conference Expenses	(70)	(140)	70
Subscriptions	(34)	(31)	(3)
Total Local Risk	(629)	(849)	220

Of the proposed budget of £849k for non-employee costs, £706k are CBT specific with the remainder being budgets for the Charities Review legal costs and administrative and operational costs for the Central Grants Programme.

24. The proposed budget for 2020/21 for supplies and services has increased by £220k compared to the latest approved budget for 2019/20. This increase comprises:

- a. An estimate of £69k in support of a strengthened communications function to deliver the Communications Vision (included elsewhere in these Committee papers). This would include using the 25th Anniversary year to amplify our work, our profile and that of our grantees.
- b. Crucial to the delivery of the Communications Vision is a website that is fit for purpose. An estimate of up to £100,000 to undertake an upgrade of the CBT website and online application process – to make the most of digital and technological advances and to harmonise with the new grants database. This should ensure the easiest possible experience for applicants whilst also enabling the site to be a user-friendly, dynamic, interactive space conducive to learning, impact and communication in support of the strategies, including BD;
- c. An estimate of £40k to support the proposed reconfiguration of the office space and related IT upgrade (outside of Central Risk) to support modern, collaborative working and the proposed increased headcount;

- d. An estimate of £75k to support the next phase of the development of the Philanthropy Strategy's Philanthropy House project; and
- e. minor increases and decreases across other areas.

25. Within the proposed Fees and Services element of this budget of £ 413k, there is £90k earmarked for legal fees relating to the wider Charities Review work, outside of the remit of the CBT Committee.

Corporate & Strategic Implications

26. The high-level Business Plan and estimated budget support the delivery of the Philanthropy and BD strategies. Within the bounds of the governance imperatives (set out above), the plan is mindful of the Corporation's own strategic plan and looks to align where feasible and appropriate. For example, CBT's work aligns with the Corporation's KPIs to:

- Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities;
- Provide inclusive access to facilities for physical activity and recreation;
- Advocate and facilitate greater levels of giving time, skills, knowledge, advice and money.

27. The benefits for having the Corporation as trustee of BHE continue to be further reflected in the 'total assets approach' embedded in the BD funding strategy – using all our assets to achieve positive impact for London's communities.

Conclusion

28. This report presents the high-level summary Business Plan and associate budget for 2020/2021 for Members' consideration and approval. The plan and budget reflect the increased range of inter-related activities which position CBT as a centre of charitable excellence within the Corporation. The plan and budget prepares CBT for its 25th anniversary next year - responding to the needs of London with a proposed uplift of £25m in charitable grant spend; positions CBT to respond effectively to the outcomes of the BHE and Charity reviews; and it also supports high impact philanthropy (in line with the Philanthropy Strategy) through further embedding the digital, impact and learning and communications aspects of CBT's work.

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Appendices

- Appendix 1 – Draft high-level summary Business Plan 2020/21
- Appendix 2 – Budget estimates 2020/21 summary – CBT and activities hosted by CBT
- Appendix 3 – Summary Budget by Committee
- Appendix 4 – Summary Budget by Fund
- Appendix 5 – Original Budget 2019/20 to Latest Approved Budget 2019/20– CBT and activities hosted by CBT
- Appendix 6 - Latest Approved Budget 2019/20 to Original Budget 2020/21 – CBT and activities hosted by CBT
- Appendix 7 – Staffing Statement – CBT and activities hosted by CBT

Our aims and objectives are...

- For London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation.
- To develop London further as a global hub for charitable giving and social investment.
- To be the centre of excellence within the Corporation for charitable knowledge and expertise.
- To use all our financial and non-financial assets, working collaboratively, to achieve our ambitions.

Our major workstreams this year will be...

To increase the quality of our delivery by:

1. Implementing the Philanthropy Strategy—contributing to higher impact and higher value philanthropy through our role modelling in London and our support and awareness raising in the UK and internationally by implementing the Philanthropy Strategy.
2. Implementing the 2018-2023 Bridging Divides (BD) Charitable Funding Strategy through spending the charitable funding budget in full and making the most of our non-financial assets and those of our Trustee.
3. Developing the social investment market by supporting access for London's charities via the Stepping Stones grant programme and small loan facility, and leading the continued successful delivery of the BHE Social Investment Fund.
4. Delivering the Central Grants Programme and Wembley National Stadium Trust contract to an excellent standard.
5. Implementing a Learning and Impact strategy and communications plan to underpin and increase the impact of all our work.
6. Progressing the review of all charities, including Bridge House Estates (BHE).

Central Grants Unit

- a. To continue to manage and develop the Central Grants Programme and its 4 primary themes.
- b. To ensure a consistent approach to grant-making activities by the City Corporation (in its various capacities, including as trustee of a number of charities which form part of the CGP).
- c. To develop and manage the CIL Neighbourhood Fund.
- d. To explore the consolidation and rationalisation of charities associated with the City Corporation as part of the wider Charities Review.
- e. To provide advice and make recommendations to the Finance Committee about where to distribute the International Disasters Fund (IDF)
- f. To manage the annual benefits in kind reporting process to Finance Grants Oversight and Performance Subcommittee.

Impact and Learning

Vision: CBT uses evidence and learning strategically and flexibly to drive its work to reduce inequality and grow stronger, more resilient and thriving communities in London and beyond.

CBT aims to achieve 3 major organisational cultural changes:

1. Become more evidence and data driven, using learning and data at all levels of the organisation to improve philanthropic solutions and approaches.
2. Grow our organisational learning culture, creating a culture of shared learning and reflection within the CBT team and Committee.
3. Adopt an equitable approach to impact and learning that considers questions of diversity, equity and inclusion, and the current power imbalances between funder and funded organisations, in its design as well as implementation.

Annual budget— top level summary

	£
Activities of the charity team hosted by CBT	(3,587,000)
Wembley National Stadium Trust Income	116,000
Central Grants Unit Support	85,000
Community Infrastructure Levy Support	114,000
Charity Finance Team Recharge	188,000
CoL Charities Review Recharge	164,000
Social Investment Income	409,000
Grants budget (central risk)	(27,438,333)
Central recharges & depreciation	(121,000)
	(30,070,333)

Grant Monitoring and Evaluation

40

Learning visits to CBT Grantees to be delivered annually

15

unannounced visits to be delivered annually

Corporate Charities Review Objectives

Lead a Charities Review to achieve: a charities portfolio that:

1. Has been fully reviewed to ensure regulatory compliance
2. Is drawing on good practice at governance and managerial levels
3. Has been rationalised to ensure exceedingly small, dormant or inactive charities are closed down or merged
4. Is efficient in its management and governance, making the most of any potential operational economies of scale
5. Is effective in delivery: making the most of strategic connections; quantifying and communicating its impact
6. Operates systems which adequately support the on-going effective administration of the charities, individually and collectively (including maintaining a central database of cross-departmental records and historic data).

Bridge House Estates Strategic Review

To lead a review to enhance and improve the effectiveness of the charity's governance and administration to achieve maximum impact in support of its beneficiaries.

What's changed since last year...

Projects

1. The existing grant making software that supports the Trust has been upgraded to 'BlackBaud Grant-making'. With its installation comes the opportunity to improve the day to day workflows and processes of the Trust. This includes a drive to making the Trust as paper free as possible and more effective in its operations.
2. CBT is providing expertise to deliver a charity review of the charity portfolio of the Corporation to ensure regulatory compliance; rationalise the portfolio to ensure exceedingly small, dormant or inactive charities are closed down or merged; investigate operational economies of scale; making the most of strategic connections; quantifying and communicating its impact and Implementing systems which adequately support the on-going effective administration of the charities, individually and collectively.
3. CBT has increased learning/impact and communications skills and capacity and has begun to further embed these approaches as part of its core business.

Risks

4. A new risk added to the register relates to the possibility of a increase in applications related to a change to socio-economic condition as a result of Brexit. In order to support Londoners, CBT is primed to focus existing staff resources on Brexit related priorities such as : - mobilising the consultancy pool to increase staff capacity; increasing the rate of grant spend; and collaborating through the umbrella body, London Funders, and potentially utilise their pooled funds software platform to maximise the effective and efficient distribution of charitable monies to where there is greatest need, in line with the agreed CBT funding strategy, 'Bridging Divides'.

Staff

5. The Bridging Divides staffing structure agreed by CBT committee has now broadly been implemented. The Data Officer and Charity Operations manager are yet to be recruited, however, it is expected that these posts will be filled by early 2020. The most recent staff additions were the Head of Impact and Learning and the Head of Charity and Philanthropy Communications, both posts are adding great value to the team.

Alignment with Corporate level KPI's

Corporate Plan High-Level Activity reference	Corporate Performance Framework Measure
HLA3a: Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.	# organisations benefitting from CBT funding
HLA2d : Provide inclusive access to facilities for physical activity and recreation.	% people who report increased quality of life after relevant interventions
HLA5d: Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money	% increase in number of volunteering hours across City Corporation
HLA5d: Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money	Monetary amount/equivalent of philanthropic activity delivered by City Corporation
HLA5d: Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money	Number of staff taking part in the Employee Volunteering Programme in last 12 months
Effectiveness	% customer satisfaction

Plans under consideration

Change Action	Time Scales
To continue to review and improve committee meeting and reporting processes to ensure maximum efficiency.	December 2020
To begin implementation of the Impact and Learning strategy.	2020/21
To finalise the Funder Plus pilot and instigate a system of tailored and effective support to CBT grantees.	January 2021
To implement the recommendations of the BHE review	2020/2021
To implement the recommendations of the Charities Review	2020/21

Equalities & Inclusion

Part of CBT's mission is to reduce inequalities; and We have 6 core values, two of which are inclusion and representation, and we are looking at how these values permeate all our activities, internal and external.

Our funding programmes are cross-cut by two priorities: Reducing Inequalities & Enabling Voice and Representation.



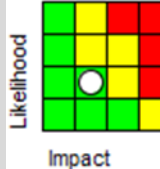
Two members of our team share the role of Diversity, Equity and Inclusion Champion;

We are participating in a DEI Coalition, an initiative involving 14 independent trusts and foundations, aiming to address many of the systemic inequalities which currently exist in the way foundations operate.

Audiences & stakeholders

- Communications Audiences**
- Londoners/Public , Media (London/specialist & national)
 - Applicants/Grantees, Social Investors, Central and Local Government, Policy Makers, Opinion leaders, GLA, Mayor of London, Funders, Business Leaders, Livery companies, Regulators
 - Internal—the City of London Corporation staff, volunteers and elected Members.

CBT Risks

Grant not used for its intended purpose	
Financial loss through fraud or theft.	
Negative publicity and reputational damage	

CBT high level summary Business Plan & Budget Estimates 2020/21: APPENDICES 2 - 7

Appendix 2 – Budget estimates 2020/21 summary – CBT and activities hosted by CBT

	Latest Approved Budget 19/20	Proposed Budget 20/21	Variance
Local Risk			
	£000s	£000s	£000s
Employees	(2,090)	(2,729)	639
Transport	(9)	(9)	-
Supplies and Services	(629)	(849)	220
Total Expenditure	(2,728)	(3,587)	859
Income			
Wembley National Stadium Trust	113	116	(3)
Central Grants Unit Support	85	85	-
Community Infrastructure Levy Support	-	114	(114)
Charity Finance Team Recharge	-	188	(188)
CoL Charities Review Recharge	-	164	(164)
Total Local Risk	(2,530)	(2,920)	390
Central Risk			
Grants/ Supplies and Services	(21,338)	(27,438)	6,101
Depreciation	(31)	(31)	-
Income			
Social Investments Fund	530	409	121
Total Central Risk	(20,839)	(27,060)	6,222
Recharges	(103)	(90)	(13)
Total Net Expenditure	(23,472)	(30,070)	6,599

Appendix 3 – Summary Budget by Committee

	CBT Committee	Finance Committee	Community Infrastructure Levy (Committee to be identified)	Policy & Resources Committee	Total
Local Risk					
	£000s	£000s	£000s	£000s	£000s
Employees	(2,321)	(176)	(86)	(147)	(2,729)
Transport	(9)	-	-	-	(9)
Supplies and Services	(706)	(18)	(28)	(97)	(849)
Total Expenditure	(3,036)	(194)	(114)	(244)	(3,587)
Income					
Wembley National Stadium Trust	116	-	-	-	116
Total Local Risk	(2,920)	(194)	(114)	(244)	(3,471)
Central Risk					
Grants/ Supplies and Services	(27,438)	-	-	-	(27,438)
Depreciation	(31)	-	-	-	(31)
Income					
Social Investments Fund	409	-	-	-	409
Total Central Risk	(27,060)	-	-	-	(27,060)
Recharges	(90)	-	-	-	(90)
Total Net Expenditure	(30,070)	(194)	(114)	(244)	(30,622)

Appendix 4 – Summary Budget by Fund

	BHE			City Fund	City's Cash	CoL Charities*	Total
	CBT	Non-CBT	BHE Total	CIL	Grants/CoL Charities Review	CoL Charities	
Local Risk							
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Employees	(2,363)	(133)	(2,496)	(86)	(92)	(55)	(2,729)
Transport	(9)	-	(9)	-	-	-	(9)
Supplies and Services	(706)	-	(706)	(28)	(90)	(25)	(849)
Total Expenditure	(3,078)	(133)	(3,211)	(114)	(182)	(80)	(3,587)
Income							
Wembley National Stadium Trust	116	-	116	-	-	-	116
Total Local Risk	(2,962)	(133)	(3,095)	(114)	(182)	(80)	(3,471)
Central Risk							
Grants/ Supplies and Services	(27,438)	-	(27,438)	-	-	-	(27,438)
Depreciation	(31)	-	(31)	-	-	-	(31)
Income							
Social Investments Fund	409	-	409	-	-	-	409
Total Central Risk	(27,060)	-	(27,060)	-	-	-	(27,060)
Recharges	(90)	-	(90)	-	-	-	(90)
Total Net Expenditure	(30,112)	-	(30,245)	-	-	-	(30,621)

* under consideration.

Appendix 5 – Original Budget 2019/20 to Latest Approved Budget 2019/20 – CBT and other activities hosted by CBT

	Original Book Budget 19/20	Latest Approved Budget 19/20	Variance
Local Risk			
	£000s	£000s	£000s
Employees	(2,065)	(2,090)	25
Transport	(9)	(9)	-
Supplies and Services	(450)	(629)	179
Total Expenditure	(2,524)	(2,728)	204
Income			
Wembley National Stadium Trust	113	113	-
CGU Support	85	85	-
Total Local Risk	(2,326)	(2,530)	204
Central Risk			
Grants/ Supplies and Services	(21,338)	(21,338)	-
Depreciation	(31)	(31)	-
Income			
Social Investments Fund	530	530	-
Total Central Risk	(20,839)	(20,839)	-
Recharges	(107)	(103)	(4)
Total Net Expenditure	(23,272)	(23,472)	200

Appendix 6 – Latest Approved Budget 2019/20 to Original Budget 2020/21 – CBT and other activities hosted by CBT

	Latest Approved Budget 19/20	Proposed Budget 20/21	Variance
Local Risk			
	£000s	£000s	£000s
Employees	(2,090)	(2,729)	639
Transport	(9)	(9)	-
Supplies and Services	(629)	(849)	220
Total Expenditure	(2,728)	(3,587)	859
Income			
Wembley National Stadium Trust	113	116	(3)
Central Grants Unit Support	85	85	0
Community Infrastructure Levy Support	-	114	(114)
Charity Finance Team Recharge	-	188	(188)
CoL Charties Review Recharge	-	164	(164)
Total Local Risk	(2,530)	(2,920)	390
Central Risk			
Grants/ Supplies and Services	(21,338)	(27,438)	6,101
Depreciation	(31)	(31)	-
Income			
Social Investments Fund	530	409	121
Total Central Risk	(20,839)	(27,060)	6,222
Recharges	(103)	(90)	(13)
Total Net Expenditure	(23,472)	(30,070)	6,599

Appendix 7 – Staffing Statement – CBT and other activities hosted by CBT

	Headcount Full-time Equivalent Budget 19/20	Estimated Latest Approved Budget 19/20	Headcount Full-time Equivalent Budget 20/21	Estimated Cost Original Budget 20/21
	FTE	£000	FTE	£000
City Bridge Trust	27.40	1,883	34.65	2,179
Charity Finance (non- CBT)	-	-	2.65	194
Wembley National Stadium Trust	1.30	95	1.30	97
Central Grants Unit	1.10	64	1.10	94
Neighbourhood Community Infrastructure Levy	-	-	0.60	36
Total	29.80	2,042	40.30	2,600
Interim/Temp staff		12		64
Staff training and personal development		31		45
Recruitment		5		20
Total employee costs		2,090		2,729

Committee	Dated:
City Bridge Trust	28 th November 2019
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, Head of Impact and Learning	

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

1. 28 grant recommendations will be dealt with at the November meeting, including 11 grant recommendations for your decision today (see sections 12a & 12b of today's papers). 17 grants are to be noted as approved by delegated authority since your last meeting (section 13b of today's papers).

Table 1: Today's Bridging Divides recommendations		
Action	Nº	£
Grant recommendations for today's decision	11	2,037,300
Approved by delegated authority (<£100,001)	17	1,035,422
Total	28	3,072,722

2. A further 13 applications are either recommended for rejection or have been withdrawn or lapsed (sections 13a and 13c of today's papers).

Table 2: Today's Bridging Divides rejections	
Action	Nº
Recommended for rejection	10
Withdrawn (to note)	3
Lapsed (to note)	0
Total	13

3. There are 7 new variations to grant awards to report at today's meeting, mostly for eco audits where the full consultancy time allocated was not required.
4. Table 3 shows the implications of today's recommendations against your 2019/20 grants budgets. If you approve all of the grants recommended today you will have £9,730 remaining of your indicative year 2 Bridging Divides budget allocation of £20m for the year (2019/20), to spend across the 2 meetings remaining this financial year. However, Members are reminded that a total sum of £100m over 5 years was approved to deliver Bridging Divides so there is flexibility in the annual allocation of these funds.
5. Today's papers include a request to designate funds for your Core funding programme of work. If approved this will be reflected in the figures at your January meeting.

6. Today's meeting deals only with Bridging Divides applications. For information Table 3 also shows spend against your Anniversary Programme of work. 5 grants have been approved in 2019/20 to date.

Table 3: Overall spend against 2019/20 total grants budgets						
	Bridging Divides		Cornerstone and Bridge Fund		Total	
Budget		£		£		£
2018/19 designated fund ¹		0		1,936,620		1,936,620
2018/19 overspend		(667,343)		0		(667,343)
2019/20 Budget		20,000,000		0		20,000,000
Total budget		19,332,657		1,936,620		21,269,277
Grants awarded in 2019/20	16,279,839		772,230		17,052,069	
Funds designated but not yet awarded ²	76,935				76,935	
Less 2019/20 variations to date ³	(101,373)		0		(101,373)	
Net grant commitments 2019/20 to date		16,255,401		772,230		17,027,631
Remaining budget 2019/20		3,077,256		1,164,390		4,241,646
Today's meeting						
Grant commitments		3,072,722		0		3,072,722
Non-grant commitments ⁴		0		0		0
Today's meeting total		3,072,722		0		3,072,722
Less today's variations	(5,196)		0		(5,196)	
Remaining budget 2019/20 after today's meeting		9,730		1,164,390		1,174,120

Jemma Grieve Combes, Head of Impact and Learning

T: 020 7332 3174 E: jemma.grievecombes@cityoflondon.gov.uk

1. Designated funds include £175,000 received from the GLA towards the Cornerstone programme
2. Remainder of £155,925 agreed at your March 2019 meeting towards the Responding to the Resilience Risk Pilot – see paragraph 5 of the main text for details.
3. Variations are write-backs and revocations to active grants that result in amounts being returned to the Trust. One exception was made under delegated authority to increase the amount awarded to the LMA by £378.
4. 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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Bridging Divides Eligibility Criteria

- Registered charity
- Registered Community Interest Company
- Registered Charitable Incorporated Organisation
- Revenue grants cannot amount to more than 50% of an organisation's turnover/income in any one year.
- Organisations cannot hold more than one grant at a time, except where the application is for: an eco-audit, an access audit, or is made under one of the Trust's special one-off programmes or is a strategic initiative.
- Grants must benefit inhabitants of Greater London.
- Registered charitable industrial and provident society or charitable Bencom
- Charitable company
- Exempt or excepted charity

Bridging Divides Programmes

Connecting the capital

1. Capacity building support for civil society organisations.
2. Voice and leadership.
3. Place-based giving schemes.
4. Growing, greening and environmental projects.
5. Eco-Audits.
6. Arts, sports, health and/or well-being projects for Deaf and disabled people.
7. Arts, sports, health and/or well-being projects for older people.
8. Access improvements to community buildings.

Positive Transitions

1. Specialist support services working with children and young people.
2. Support for migrants and refugees to access mainstream services and widen participation in the community in which they live.
3. Specialist support services for Deaf and disabled people to increase choice and control in their lives.
4. Specialist support services for older people, including people with dementia, to increase choice and control in their lives.
5. Survivors of domestic and sexual abuse; modern day slavery; trafficking; or hate crime.
6. Ex-offenders leaving custody or serving community sentences.
7. Services which improve the accessibility and range of mental health support and services for people who are experiencing or at risk of homelessness or are vulnerably housed.

Advice and Support

1. Provision of advice and support to disadvantaged individuals (from organisations with a recognised management qualification and/or advice quality standard).
2. Food poverty (support for the infrastructure needed to support the distribution of food but not the direct purchase of food).

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Committee	Dated:
City Bridge Trust	28 th November 2019
Subject: Grants £100,000 - £250,000 for approval	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report author: Scott Nixon, Head of Director's Office	

Summary

This report advises members of funds recommended for approval for amounts between £100,000 and £250,000. This includes strategic initiatives. Assessment reports for all grants recommended for approval within this report are provided in Annex 1.

Recommendation

Members are asked to:

- Receive this report and approve the recommended amounts

Main Report

Member approval is requested for all applications between £100,000 and £250,000, summarised in this report.

The total amount of expenditure and number of items to be approved under are shown in Table 1.

Applications to be considered comprise of Bridging Divides applications.

Scott Nixon
Head of Director's office
020 7332 3722, Scott.nixon@cityoflondon.gov.uk

Index of Grant Recommendations (amount requested: £100,001 - £250,000)

No.	Ref	Grant Organisation	Original Amount Requested	Programme Area	Funding Manager	Location of Organisation	Amount recommended for approval	Grant duration (months)
<u>Bridging Divides</u>								
1	15315	Bellingham Community Project Ltd	£175,644	Connecting the Capital	Lily Brandhorst	Lewisham	£175,600	60
2	15501	Clinks	£250,000	Connecting the Capital	Kate Moralee	Camden	£271,400	60
3	15628	Media Trust	£222,996	Connecting the Capital	Geraldine Page	Westminster	£223,000	36
4	15614	On Road Ltd	£120,000	Connecting the Capital	Natalie Jordan	Hackney	£120,000	36
5	15318	Lambeth Elfrida Rathbone Society	£101,665	Positive Transitions	Gilly Green	Lambeth	£101,700	36
6	15652	The Children's Society	£178,849	Positive Transitions	Ciaran Rafferty	Newham	£120,000	24
7	15455	Brent Irish Advisory Service	£198,509	Advice and Support	Sandra Jones	Brent	£243,600	60
8	15417	CARIS Haringey	£110,915	Advice and Support	Natalie Jordan	Haringey	£111,000	60
<i>Total Bridging Divides (8 items)</i>			£1,358,578				£1,366,300	
<u>Strategic Initiatives</u>								
9	15589	Media Trust	£236,256	Connecting the Capital	Geraldine Page	Westminster	£236,000	48
<i>Total Strategic Initiatives (1 item)</i>			£236,256				£236,000	
Grand Totals			£1,594,834				£1,602,300	

MEETING: 28/11/2019

Ref: 15315

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Bellingham Community Project Ltd

Adv: Lily Brandhorst

Base: Lewisham

Amount requested: £175,644

Benefit: Lewisham

Amount recommended: £175,600

The Applicant

Bellingham Community Project (BCP) is an independent registered charity (no. 1036667) and a subsidiary of Trust for London. It was originally set up in 1993 to manage and redevelop the then dilapidated 12-acre Bellingham Playing Fields site in Lewisham. In 2004, with £5.5m of grant funding from Lewisham Council, the Lottery and charitable trusts, it opened the Bellingham Leisure and Lifestyle Centre (BLLC), a much-needed local community leisure facility offering activities for all ages and providing an important communal space. BCP is rooted in its community. It works in partnership with the Council and Fusion Lifestyle to run BLLC; runs a variety of local projects including Bellingham Golden Oldies (BEGO – a member-led voluntary service for older people); and acts as a hub for many local agencies, as described further in the Background section of this report.

The Application

ONS and local authority data shows that there are approximately 1,500 people over 65 living in Bellingham, of whom many are poorly served by existing provision. Over 1/3 of older people in Bellingham are classified as suffering from deprivation; 40% claim pension credit. There are insufficient local services specifically targeting older people who are most in need, in particular those who have difficulty leaving their homes to participate in wellbeing or social activities. BCP requests the Trust's support to recruit a Community Projects Officer (CPO) to develop a range of projects targeting vulnerable and isolated people aged 65 and over. Projects will be focused on health and wellbeing activities. For people who cannot leave the house, a befriending scheme is planned along with equipment and practical support to access services and activities online. The aim is to combat isolation and support improved emotional and physical wellbeing for 300 people a year. BCP will recruit additional volunteers to support these activities. In addition, the CPO will provide much-needed additional capacity to support and expand BEGO. The long-term aim of the project is to create a legacy of durable services for the support and inclusion of the elderly in Bellingham.

The Recommendation

BCP has a strong track record in building robust local services that meet community need, of which BLLC, the Bellingham Gateway Youth and Community Centre and BEGO are examples. The proposed work will draw on this extensive experience of working in Bellingham and on BCP's working relationships with other local agencies, such as Age UK Lewisham. With only two staff at present, the charity achieves a great deal. In order to build on its existing offer and create more services for the elderly, an additional staff member is needed. The charity is in the process of updating its safeguarding policy to reflect its wider range of work, hence a condition that this be received before funds are released.

While a subsidiary of Trust for London, BCP is a charity in its own right that secures and manages substantial grants from various other funders, including the Lottery, London Community Foundation and the London Borough of Lewisham. City Bridge Trust has a long history of successfully collaborating and co-funding work with Trust for London, including the grant made in May 2014 to TFL's other subsidiary Resource for London (ref. 11932). As in that case, this request is an opportunity to join a key partner funder in supporting a valuable community project. A grant is recommended:

£175,600 over five years (£35,900; £33,400; £34,400; £35,400; £36,500) for the salary and on-costs of a part-time (3 dpw) Community Projects Officer, to develop and deliver a range of projects for people aged 65 and over in Bellingham. The grant includes a contribution towards project costs and equipment. Release of the grant is conditional upon BCP submitting a satisfactory safeguarding policy.

Funding History

None

Background and detail of proposal

Bellingham is one of the most deprived wards in the London Borough of Lewisham, with several areas among the 10% most deprived nationally according to the 2015 Index of Multiple Deprivation.

Bellingham Community Project aims not only to create good quality services that respond to local need, but also to foster a sense of community cohesion and pride. It works with a variety of local partners including housing associations, health providers, schools, places of worship and Lewisham Council. Its projects include:

- Running the Leisure Centre in partnership with the council and Fusion Lifestyle, collaborating with local groups to ensure activities offered meet identified needs;
- Facilitating Bellingham Interagency and Bellingham Health Forum, regular meetings and information exchange for local agencies/voluntary groups;
- Running Bellingham Golden Oldies (BEGO), a member-led voluntary service supporting older people to stay independent and active;
- Working collaboratively with the Bellingham Gateway Youth and Community Centre (originally set up by BCP but now run by independent providers on behalf of the Council) to ensure young people's access to services, activities and opportunities.
- Running the annual Bellingham Community Festival.
- Mapping health and wellbeing provision in Bellingham and other parts of South West Lewisham, commissioned by the Local Authority.

Financial Information

The charity's finances are well-managed and clearly presented. Deficits on restricted funds represent depreciation of the Leisure Centre: liability for 90% of all future repairs has been formally transferred to the Trust for London and BCP retains a small designated fund to cover the remaining 10%. Free reserves are close to target and your officer is satisfied that the charity's financial position is likely to remain stable in 2020 and beyond.

Year end as at 31st December	2017 Signed Accounts £	2018 Signed Accounts £	2019 Forecast £
Income & expenditure:			
Income	88,434	161,325	116,487
- % of Income confirmed as at 31/10/11	N/A	N/A	75%
Expenditure	(212,828)	(183,287)	(197,931)
Total surplus/(deficit)	(124,394)	(21,962)	(81,444)
Split between:			
- Restricted surplus/(deficit)	(89,170)	(47,336)	(81,444)
- Unrestricted surplus/(deficit)	(35,224)	25,374	0
	(124,394)	(21,962)	(81,444)
Total expenditure	212,828	183,287	197,931
Free unrestricted reserves:			
Free unrestricted reserves held at year end	63,904	89,278	89,278
No of months of total expenditure	3.6	5.8	5.4
Reserves policy target	106,414	91,644	98,966
No of months of total expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(42,510)	(2,366)	(9,688)

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MEETING: 28/11/2019

Ref: 15501

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital**Clinks****Adv: Kate Moralee****Base: Camden****Benefit: London-wide****Amount requested: £250,000****(Revised request: £271,400)****Amount recommended: £271,400****The Applicant**

Clinks is a Company and Registered Charity established in 1998. It is the umbrella body for voluntary sector organisations working in the criminal justice space. Its mission is to support, represent and advocate for the VCS by giving voice to the sector and influencing stakeholders and by informing and communication with the sector and stakeholders.

The Application

Clinks is requesting funding for a London Development Officer to develop expertise on the voluntary sector working in London. The Development Officer will work with London Plus, who support organisations working with victims of crime (funded by MOPAC)

The Recommendation

Clinks has a long history of supporting voluntary sector organisations working within the criminal justice system, ensuring amplification of voice to influence policy. The Development Worker will sit within the Area Development Team (ADT) providing support and information and developing better partnership and joined up working for the sector. It will specifically develop expertise on the sector in London including strengths, weaknesses and challenges, providing a range of support and programme of information. Clinks submitted a revised budget as it is moving offices soon and has requested increased costs to cover the increased rent and has now included inflation costs as advised by your officer. This proposal meets the criteria of your Connecting the Capital programme and is recommended:

£271,400 over 5 years (£54,000; £54,100; £54,250; £54,300; £54,750) for the salary and associated costs of a London Development Worker to provide support to voluntary sector organisations working in the criminal justice sector in London.

Funding History

Meeting Date	Decision
14/10/2010	£100,000 (£51,000, £49,000) over two years for continuation funding towards the salary and running costs of a London project supporting voluntary and community groups working with offenders and their families, focussing on sustainable local partnerships in boroughs with high offending rates in London.

Background and detail of proposal

Research indicates that Clinks members are seeing an increase in both quantity and complexity of need with more than 820,000 crimes recorded in London over the last

year. Most recent national data shows crime in the Met Police area equates to 17% of recorded crime in England and Wales. London also accounts for almost 20% of offenders and re-offenders with re-offending costing the criminal justice service approximately £2.2m per year.

200 Clinks member organisations in London contribute to supporting and rehabilitating those in the CJS. However, this work is often challenging, poorly funded and politically sensitive. Clinks is engaging with the devolution agenda and represents the sector on key bodies, currently with no dedicated resource. MOPAC has recognised the need for a single point of contact, better support for the CJ sector, better representation with stakeholders and support for organisations working with victims. With dedicated resource for a London Development Officer Clinks could increase its knowledge of the sector and its specific challenges, better identify the impact of national policy on the local area and develop stronger links with stakeholders.

Clinks is implementing a new strategy from April 2019 focussing on specific priority areas of work responding to need in the sector as well as policy developments to change the context in which our beneficiaries work. It will particularly focus on smaller specialist organisations who often deliver innovative work led by people with lived experience and struggle to secure funding and have their voice heard.

Financial Information

Clinks reports a slightly increasing income producing differing levels of unrestricted surplus and deficit, it carried forward £53,000 restricted reserves in 2019 which will partly cover the restricted deficit, with the remainder being covered by unrestricted surplus/reserves. It has diverse income streams with approximately £1m restricted income and generating £100k from trading activities. It has recently updated its reserves policy adopting a prudent approach to risk based on the scenario of Clinks losing critical funding and based on a transition period to allow Clinks to reassess and plan an alternative direction and income streams. It reports requiring £486,000 based on current level of expenditure.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
Income & expenditure:			
Income	1,283,097	1,303,780	1,385,372
- % of Income confirmed as at 1/04/19	N/A	N/A	79%
Expenditure	(1,230,140)	(1,348,191)	(1,455,645)
Total surplus/(deficit)	52,957	(44,411)	(70,273)
Split between:			
- Restricted surplus/(deficit)	(69,439)	(11,800)	(87,985)
- Unrestricted surplus/(deficit)	122,396	(32,611)	17,712
	52,957	(44,411)	(70,273)
Total Operating expenditure	1,230,140	1,348,191	1,455,645
Free unrestricted reserves:			
Free unrestricted reserves held at year end	553,166	520,555	538,267
No of months of operating expenditure	5.4	4.6	4.4
Reserves policy target	486,000	486,000	486,000
No of months of operating expenditure	4.7	4.3	4.0
Free reserves over/(under) target	67,166	34,555	52,267

MEETING 28/11/2019

Ref: 15628

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Media Trust

**Adv: Geraldine Page
Base: Westminster
Benefit: London-wide**

Amount requested: £222,996

Amount recommended: £223,000

The Applicant

The Media Trust (MT) established in 1994 is a communications charity that believes in the power of media to change lives. It encourages the media and communications industry to share their time, knowledge and creativity to benefit charities, and underrepresented communities. It aims to amplify charities' voices by building their communications skills through innovative training, volunteer brokerage and content programmes to help them reach and engage new audiences.

The Application

MT is requesting three years continuation funding for the 'Stronger Voices' project you originally funded in November 2017. It is a comprehensive media and strategic communications training programme for 45 equalities organisations (15 per year) to skill up staff and provide them with a strategy to help target their audiences more effectively. Over the course of six months, a cohort of 15 London based equality organisations each year will learn best practice in communicating for change, marketing and campaign planning, social media, interacting with the media and media interview training in a series of one day workshops.

Following the training the equalities organisations will be matched with a media volunteer from a MT corporate partner to help the organisations to develop a realistic and compelling campaign to engage audiences and policy makers with their work. The programme will be delivered in partnership with Equally Ours (previously the Equality and Diversity Forum). Equally Ours is a well-respected national network of organisations working across all areas of equality. It will work with MT to steer programme development and delivery, recruit the organisations and deliver a strategic communications workshop as part of the training.

Additionally, as part of the programme MT will deliver;

- Staff and Beneficiary spokesperson training - for the beneficiaries of the organisations taking part.
- Networking with journalists and media professionals – following the training MT will organise a networking event with its corporate partners, such as BBC, Trinity Mirror and Bloomberg where participants can put their training into practise and pitch their stories and campaigns directly and receive feedback.
- Communications audit and campaign planning with media mentors – Media Industry volunteers will work with the equalities organisation for 3 months supporting them to drive their communications forward, raise their profile and secure increased and improved media output and visibility for their work.
- Advocacy Masterclass programme – in response to the wider skills gap in the sector MT will run four specialist master classes per year in partnership with leading media brands and speakers. Delivered to 100 professionals and volunteers working for equalities organisations.

The Recommendation

MT has a very good track record in delivering intensive communications capacity building programmes for marginalised and underrepresented communities. In partnership with Equality Ours, MT is in a strong position of expertise and capacity to continue to support equality organisations to be able to tell their stories and the important role this has in reaching the wider public and policy makers, thereby helping them to achieve long-term support and drive policy change. The project costs may appear on the high side but are justified given the level, detail and nature of intensive work required to deliver such a comprehensive training programme to a high standard.

£223,000 over three further and final years (£73,300; £74,300; £75,400) to contribute to the delivery costs of the Stronger Voices Training Programme for 45 equalities organisations, including Advocacy Masterclasses and volunteer brokerage.

Funding History

Meeting Date	Decision
26/09/2019	£1,500 for the Media Trust to develop and run a new Distribution workshop to complement the "Telling Your Stories" project.
14/11/2018	£49,995 over six months for the delivery costs of the "Telling Your Stories" project.
23/11/2017	£148,700 over two years (£75,000; £73,700) to contribute to the delivery costs of the Stronger Voices Training Programme for 30 equalities organisations, including Advocacy Masterclasses, digital guides and volunteer brokerage.
27/07/2017	Application withdrawn.
15/06/2017	£720 for the Media Trust to manage the subtitling for 'Telling Your Stories' screening at the Barbican
22/09/2016	£49,107 for the Media Trust to work with a cohort of City Bridge Trust grantees on a "Telling Your Stories" project.
22/09/2016	Stepping Stones application – declined.
09/07/2015	£50,000 over 12 months towards a marketing and business development programme that will allow Media Trust to explore opportunities for earned income and the potential to take on social investment.
06/06/2013	£80,000 for a final year's funding to provide media training to 110 young Londoners to tell London's stories to a wide national and regional audience.

Background and detail of proposal

The first two years of Stronger Voices has been very successful demonstrating that it responds to a direct need across the equalities sector. 100% of the organisations participating in the first year reported an increase in their organisation's ability to raise its profile using media and agreed the programme was a real confidence builder, notably regarding posting online content and approaching journalists. Home Office Statistics show that between 2017 and 2018, police recorded 94,098 hate crime offences, more than double the total five years ago. The voice of equalities organisations, their leaders and beneficiaries are vital in advocating for equality and rights. The media is also crucial in helping eradicating prejudice from society; however, newsrooms still fail to reflect wider society. Research by the City University¹ (2016) found 94% of journalists are white. This can lead to a misrepresentation of under-represented and marginalised communities in the media. Stronger Voices, by training small equalities organisations in shaping the narrative surrounding their work and beneficiaries will empower them to reach new and wider

¹ City University London survey randomly selected a pool of 8,000 journalists working across broadcast, print and digital in local, regional and national news organisations in the UK.

audiences. Consequently, challenging prejudices and stereotypes; portraying hopeful, empathetic stories that can influence policy makers and reach wider audiences.

Financial Information

MT is in a stable financial position and its strategic review includes a development plan for building the charity's reserves to its target level of £500k. The deficit in unrestricted funds in YE 2018 relates to several major programme areas coming to an end. Additionally, MT has been through a series of transitions with two CEOs (one interim) and the Head of Fundraising Events being replaced over the course of FY 2017/2018. Changes were made by the new CEO with a series of redundancies and a refocused drive to secure corporate sponsorship. Savings from organisation downsizing and being accommodated in new serviced offices in late 2018 will generate further savings in running costs and give MT more flexibility to scale up or down its workforce in line with programme demands.

Reserves policy is £500k representing just over six months of salaries and overhead costs. Currently, reserves are lower than this target. The Trustees are considering ways of reducing the charity's dependence on unpredictable forms of income and securing more reliable funding streams. The Trustees review the policy and progress towards meeting the target level of reserves annually and the Finance and Audit Committee will review the policy in the interim if warranted.

Year end as at 31 March	2018 Signed Accounts £	2019 Draft £	2020 Budget £
Income & expenditure:			
Income	1,759,528	1,907,102	1,905,412
- % of income confirmed as at 8/7/19	N/A	100%	53%
Expenditure	(1,878,465)	(1,744,167)	(1,883,335)
Total surplus/(deficit)	(118,937)	162,935	22,077
Split between:			
- Restricted surplus/(deficit)	34,891	143,036	0
- Unrestricted surplus/(deficit)	(153,828)	19,899	22,077
	(118,937)	162,935	22,077
Cost of Raising Funds	362,490	221,194	128,323
- % of income	20.6%	11.6%	6.7%
Total expenditure	1,878,465	1,744,167	1,883,335
Free unrestricted reserves:			
Free unrestricted reserves held at year end	203,377	223,276	245,353
No of months of total expenditure	1.3	1.5	1.6
Reserves policy target	500,000	500,000	500,000
No of months of total expenditure	3.2	3.4	3.2
Free reserves over/(under) target	(296,623)	(276,724)	(254,647)

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MEETING: 28/11/2019

Ref: 15614

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital**On Road Ltd**

Adv: Natalie Jordan
Base: Tower Hamlets
Benefit: London-wide

Amount requested: £120,000**Amount recommended: £120,000****The Applicant**

On Road Ltd, commonly known as On Road Media (ORM), was set up in 2008 as a company limited by guarantee and then registered as a charity in 2016. ORM aims to address social problems by improving media coverage of under and misrepresented communities and social issues.

The Application

ORM seeks a further three years' continuation funding in support of the 'All About Trans' (AAT) and 'Angles' projects. Working with transgender people in AAT, survivors of domestic and sexual violence in Angles, and the organisations that support them, each project creates what ORM terms "interactions": curated face-to-face meetings with media professionals, which enable them to take control of their own stories and improve knowledge, understanding and representation in the media. Activists with lived experience and the organisations that support them access training in strategic communication, interviewing and self-care, joining a growing network of media-trained peers.

The Recommendation

This timely proposal addresses your priority to fund specialist organisations working with under-represented and marginalised communities, through ensuring skills are nurtured and embedded at both the level of individuals and the organisations that support them, and that appropriate support is in place for those engaging in activities relating to their lived experience. ORM is a connector, not a representative, of the communities supported, emphasising self-representation from those with lived experience. ORM delivers across England, but your funding will support only those organisations and activists based in London. A grant is advised:

£120,000 over three further and final years (3 x £40,000) towards media training courses, interactions, and peer support, as part of the All About Trans and Angles projects in support of London organisations.

Funding History

Meeting Date	Decision
23/11/2017	£80,000 over two years (£40,000, £40,000) towards the media training courses and interactions, and the cost of the activist network meetings, for both the All About Trans and Angles projects.

Background and detail of proposal

ORM has had high-profile reach, including Angles' listing as a New Radicals 2018 winner, and successful engagement with ITV through AAT, resulting in a storyline on Emmerdale about the first trans character to be played by a trans actor. Underpinning these achievements is ORM's support of activists through whose 'interactions' with the media positive changes in representation are made, finding

that professionals are more driven to nuanced understanding of issues having been moved by connection with someone with lived experience. However, ORM's carefully curated model ensures that individual cases are not sensationalised, and individuals are not burdened with being portrayed as isolated individual experiences. Media work ensures individual examples, including those portrayed through support organisations, fit into narratives on wider issues.

Peer support meetings follow an Action Learning Set structure, and through private online groups where activists can share opportunities and learning. The introduction of the Angles project through your original two-years' funding has provided transformative learning regarding ORM's self-care practice for activists, which is applied across all projects. Participants report increased confidence and understanding and trust of the media—91% of Angles participants are more likely to engage with the media following involvement.

Financial Information

At assessment, your officer noted that the accounts for the period of 2017/2018 showed all expenditure as unrestricted, including the existing grant from CBT. ORM has dedicated additional time and resource to work with its accountants in this and subsequent years for the preparation of accounts. ORM is currently looking to recruit a new treasurer and appreciates its need for strong expertise in this area, currently reaching out to potential candidates via Reach Volunteering.

Although the free reserves target is low in relation to total expenditure, reserves held in 2019 account for over 50% of unrestricted income. In light of ORM's growth, the strategy for building reserves is due for review by trustees in December 2019. An increased proportion of income from sales of consultancy (approximately £30,000 annually) will be considered for use to build free reserves. The aim is to hold reserves at the equivalent of three months' total expenditure.

Year end as at 31st October	2018 Signed Accounts £	2019 Forecast £	2020 Budget £
Income & expenditure:			
Income	232,076	302,907	436,000
- % of income confirmed as at 8/7/19	N/A	100%	77%
Expenditure	(222,895)	(294,691)	(426,000)
Total surplus/(deficit)	9,181	8,216	10,000
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	9,181	8,216	10,000
	9,181	8,216	10,000
Cost of Raising Funds	3,790	25,368	25,368
- % of income	1.6%	8.4%	5.8%
Total expenditure	222,895	294,691	426,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	24,232	33,186	43,186
No of months of operating expenditure	1.3	1.4	1.2
Reserves policy target	30,000	30,000	106,500
No of months of operating expenditure	1.6	1.2	3.0
Free reserves over/(under) target	(5,768)	3,186	(63,314)

MEETING: 28/11/2019

Ref: 15318

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions**Lambeth Elfrida Rathbone Society****Adv: Gilly Green****Base: Lambeth****Amount requested: £101,665****Benefit: Lambeth****Amount recommended: £101,700****The Applicant**

Set up in 1967 Lambeth Elfrida Rathbone Society (Rathbone), a charity, aims to support people with learning disabilities to live safe, healthy and fulfilled lives. It does this by promoting independence and life skills, supporting young people to try new things and creating opportunities for people to come together with non-disabled people. Activities for young people with learning disabilities include an open access youth club, a specialist youth service, homework clubs and school holiday provision, trips and residential.

The Application

For many young people with learning difficulties having to stop attending a youth club at aged 25 means an end to long term friendships and to attending a regular activity that provides them with a sense of belonging, community and develops independent living skills. They are therefore at increased risk of becoming socially isolated, withdrawing from friendship groups and community life and/or becoming long term unemployed. The application for a new post of Transitions Worker will help young people aged 15 and upwards attending Rathbone's youth clubs, as they transition into adulthood. Working closely with Rathbone's outreach team, the worker will support individuals to develop a pathway plan towards accessing skills and opportunities that will help people meet identified goals, using a model of supportive engagement and enablement. This will include employment, volunteering and leisure activities.

The Recommendation

Rathbone has a long history of working with young people with a learning disability but retains an openness for innovation. With the recent closure of the local Mencap it is now the only specialist provision in Lambeth. Its youth work services are framed to deliver better career prospects, improved physical and mental health and increased independent living skills. The charity has strong links across the borough and beyond both with statutory and voluntary organisations with established pathways and information sharing systems. It recognises that it needs to do more to improve its diversity on the board to reflect the local population. The application will meet your programme outcomes of increasing choice and control for disabled people. A grant is recommended:

£101,700 over 3 years (£33,500, £33,700, £34,500) to cover salary costs of the Transitions worker, additional youth work hours, youth committee costs and project activities.

Funding History

Meeting Date	Decision
11/05/2017	Application withdrawn.

Background and detail of proposal

The organisation has a strong commitment to integration and its open access youth club has a mix of disabled and non-disabled young people. Within this environment, the work aims to provide young people with learning disabilities additional support to encourage them to think about their aspirations for life after school. The project will also work with older young people, no longer in school who are not participating in any meaningful activities during the day. Some young people have higher level needs and are supported in specialist youth provision. Almost all will come from low income families with a high proportion of BAME participants, some recently arrived in the UK who are unfamiliar with the services available. A youth-led approach is core to the delivery of the work – there is a youth management committee, currently comprising ten members, four of whom have a learning disability. A subcommittee for the transitions work will be established.

Financial Information

In 2016 the organisation experienced financial difficulty and put in place cost saving measures to manage a large deficit of £234,932. This has been partially successful and in 17/18 the charity reduced its costs by 14% and reduced the deficit to under £40,000. It receives nearly two thirds of its income from contracts for its adult social care. Whilst heavily dependent on these contracts (and therefore identified as a risk), the charity does not expect major changes to this funding in the foreseeable future and is moving from spot to block contracts to minimise this risk.

At March 2018 the reserves position fell short of the 3-month policy and the Trustees put in place a fundraising plan to address this. The position for 18/19 is improved in part due to the organisation receiving a legacy of £100,000 but the projected year end for 2020 shows a small deficit. This will be covered from reserves. The budget for 2021 has not yet been signed off by trustees set but the CEO confirms it will not carry a deficit.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft accounts £	2020 Budget £
Income & expenditure:			
Income	1,447,898	1,858,458	1,911,862
- % of Income confirmed as at 9th Sept 2019	N/A	100%	100%
Expenditure	(1,487,484)	(1,462,752)	(1,917,872)
Total surplus/(deficit)	(39,586)	195,706	(6,010)
Split between:			
- Restricted surplus/(deficit)	0	47,081	(63,572)
- Unrestricted surplus/(deficit)	(39,586)	148,625	57,562
	(39,586)	195,706	(6,010)
Operating expenditure (unrestricted funds)	1,381,739	1,236,431	1,576,948
Free unrestricted reserves:			
Free unrestricted reserves held at year end	190,772	341,855	399,417
No of months of operating expenditure	1.7	3.3	3.0
Reserves policy target	345,434	309,107	394,237
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(154,662)	32,748	5,180

MEETING: 28/11/2019

Ref: 15652

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions**The Children's Society****Adv: Claran Rafferty****Base: Islington****Amount requested: £178,849****Benefit: Islington****Amount recommended: £120,000****The Applicant**

The Church of England's Children's Society (usually shortened to the Children's Society or TCS) was established in 1881 and today provides a range of direct services, nationally, in parallel with campaigning work to improve the lives of the most disadvantaged 10-21 year olds. In particular, services aim to support those at risk of sexual and other exploitation; missing from home, involved with the care system; misusing drugs or alcohol; or who are young carers or refugees. TCS produces The Good Childhood Report which is an important documentation of the issues which affect young people across the UK.

The Application

This application is for two years' continuation funding of a project which you have been supporting over the past three years and which supports boys aged 11-18 at risk of or affected by criminal exploitation – including those caught up in “county lines” where they are coerced into being drug runners and sellers and can easily end up with criminal records. The support provided by TCS treats them as victims rather than criminals and provides a range of therapies to enhance their mental health and improve their wellbeing. Over the next two years the project will hope to meet increased demand and extend its support to those young people in late primary/early secondary school age, as well as to siblings also affected.

The Recommendation

This project has been unique in its focus on boys/young men exploited in this way and has become a highly regarded and in-demand service – seeing increased referrals from a range of statutory agencies (including the Police) partly because there are few other, if any, similar support programmes, partly because the general awareness of this type of exploitation has increased and partly because the impact of the support has been considerable. The annual grant requested is larger than for the current grant as the charity wishes to scale up the amount of support to meet increased demand and also to do additional work as mentioned above (with siblings and with some at primary-secondary transition age. However, as it is your usual practice to offer continuation funding at more or less the same annual amount as before; and because the charity has significant free reserves, a grant in keeping with the current level of funding is advised:

£120,000 over two further and final years (2 x £60,000) to support boys/young men in London at risk of or affected by criminal exploitation.

Funding History

Meeting Date	Decision
22/09/2016	£180,000 over three years (3 x £60,000) for the Boys & Young Men project in London, to fund a f/t Project Worker, 9h pw of the Service Manager, and related activity and support costs.

22/09/2016	Stepping Stones application - declined
09/07/2015	Stepping Stones application - declined

Background and detail of proposal

This project is one of very few (if any) schemes which work specifically with boys/young men who are exploited and/or trafficked through the "county lines" drug industry. The project works closely with statutory agencies, including the Police, to ensure that the participants are treated as victims and not as criminals and that, as such, they have access to professional and bespoke support. Such support often entails individual and/or group therapies with the specific outcome of improving their mental health. The project to date has been very well managed and had significant impact and the views and voice of the young people themselves has helped shape the project's ongoing improvement over time, helping these young people to build trusted relationships and to have a better chance of being emotionally resilient.

Financial Information

The cost of raising funds as shown in the table below represents a large proportion of total expenditure. However, in each year more than half of these costs relate to the operation of charity shops etc which generate important unrestricted income and which, through the use of volunteers, can be seen as a charitable activity in their own right. If these costs are removed then the costs of fundraising activities would typically represent 20% of total expenditure in any year. The £10m increase in income in 2018/19 over the previous year was the result of the sale of one of their buildings (releasing c.£9m) together with it "being a good year" for legacy income.

In addition to the free unrestricted reserves shown in the table the charity also holds unrestricted, designated, reserves. These are designated in part to the value of property owned (£3.8m in 2019) and in part to a strategic reserve (£20.2m in 2019) which is set aside for the management of legacy matters such as the pension deficit, the move to a new London workspace and other strategic investments identified by the Trustees. The charity identifies a fund of £20m in each year – which it equates to 6 months of operating expenditure – as being free unrestricted reserves available for general use. Although the budget for the current year forecasts free reserves at a level below the £20m target the charity does have some capacity to draw on the designated funds if necessary.

Year end as at 31 March	2018 Signed Accounts £	2019 Signed Accounts £	2020 Budget £
Income & expenditure:			
Income	38,408,000	49,046,000	39,854,000
- % of Income confirmed as at 5/11/19	N/A	n/a	43%
Expenditure	(36,388,000)	(37,780,000)	(43,447,000)
Net Gains (Losses) on Investments	687,000	(445,000)	n/a
Actuarial gains on pension schemes	13,485,000	1,777,000	n/a
Total surplus/(deficit)	16,192,000	12,598,000	(3,593,000)
Split between:			
- Restricted surplus/(deficit)	(106,000)	(503,000)	(2,351,000)
- Unrestricted surplus/(deficit)	15,406,000	12,659,000	(1,242,000)
Endowment funds surplus/deficit	892,000	442,000	n/a
	16,192,000	12,598,000	(3,593,000)
Cost of Raising Funds	16,986,000	18,424,000	19,301,000
- % of income	44.2%	37.6%	48.4%
Operating expenditure (unrestricted funds)	33,369,000	34,757,000	29,284,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	20,000,000	20,000,000	18,758,000
No of months of operating expenditure	7.2	6.9	7.7
Reserves policy target	20,000,000	20,000,000	20,000,000
No of months of operating expenditure	7.2	6.9	8.2
Free reserves over/(under) target	0	0	(1,242,000)

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MEETING 28/11/2019

Ref: 15455

ASSESSMENT CATEGORY: Bridging Divides - Advice and Support**Brent Irish Advisory Service****Adv: Sandra Jones****Base: Brent****Amount requested: £198,509****Benefit: Brent****[Revised request: £243,605]****Amount recommended: £243,600****The Applicant**

Established in 1978, Brent Irish Advisory Service (BIAS), provides two main services, an older people group and advocacy to the Irish and Irish travellers community on welfare and other advocacy areas. The weekly pensioners group aim to reduce isolation and improve health and welfare by running a range of activities. Last year the advice service supported over 800 clients – some on a one-off basis with others who have more complex cases. The organisation are part of Brent Advice Forum and networks with key organisations, locally, regionally and nationally.

The Application

The level of demand for the advice service has been increasing over the last few years, with people presenting at a time of crisis with multiple and complex advice needed. Funding is sought for a Poverty Worker and associated costs to enable BIAS to respond to those clients presenting with complex cases.

The Recommendation

The organisation has a good track record for providing quality advice to the Irish and traveller communities and are a well-respected partner of Brent's Advice Forum. This post will enable the group to take on the more complex cases and support clients to tribunal level. In discussions with your officer, the organisation revised the budget to reflect the true costs, without using up their reserves.

£243,600 over five years (£49,600; £47,300; £48,100; £49,200; £49,400) towards the costs of a full time Poverty Worker and associated running costs.

Funding History

None

Background and detail of proposal

The organisation currently has two FTE advice workers and with an increase in demand, particularly with the introduction of Universal Credit, it has meant that BIAS has not been able to fully meet demand. With this post taking on the more complex cases, and offering an outreach service, this will enable the organisation to move towards meeting local demand for their services. The advice workers will triage clients and where appropriate refer them on to the Poverty Worker. It has been identified that they will provide support for at least 8 people to tribunal level. They will also provide a service to those that are unable to attend the drop in through home-based outreach.

Financial Information

BIAS have shown a deficit position for 2018 and 2019. The deficit in 2018 was due to the costs of closing a dementia respite day centre that was operating at a loss. The 2019 deficit was due to not including previously deferred income relating to an Irish

Government funded programme, who operate a July-June financial year, however the expenditure was included. Going forward, this has been rectified for 2020.

Whilst the level of free reserves held is below target the shortfall is decreasing and the organisation is working towards increasing its free reserves.

Year end as at 31 March	2018 Audited Accounts £	2019 draft accounts £	2020 Forecast £
Income & expenditure:			
Income	150,184	131,781	149,883
- % of Income confirmed as at 22/10/2019	n/a	n/a	93%
Expenditure	(173,978)	(149,706)	(149,500)
Total surplus/(deficit)	(23,814)	(17,925)	383
Split between:			
- Restricted surplus/(deficit)	(4,338)	(1,380)	(67)
- Unrestricted surplus/(deficit)	(19,476)	(16,545)	450
	(23,814)	(17,925)	383
Total expenditure	173,978	149,706	149,500
Free unrestricted reserves:			
Free unrestricted reserves held at year end	63,596	62,216	62,666
No of months of totaled expenditure	4.4	5.0	5.0
Reserves policy target	86,989	74,853	74,750
No of months of total expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(23,393)	(12,637)	(12,084)

MEETING: 28/11/2019**Ref: 15417****ASSESSMENT CATEGORY: Bridging Divides - Advice and Support****CARIS Haringey****Adv: Natalie Jordan****Base: Haringey****Amount requested: £110,915****Benefit: Haringey****Amount recommended: £111,000****The Applicant**

CARIS Haringey (Christian Action and Response in Society) is a non-proselytising registered charity working with homeless families from all faith backgrounds in Haringey. Through advice and advocacy on housing, benefits and immigration, weekly social drop-ins, ESOL classes, summer activities and other practical support services, it aims to improve health and wellbeing for homeless families, reduce homelessness, and improve housing conditions, as well as policy and practice relating to homelessness.

The Application

The charity seeks funding towards its advice service and provision of emergency food parcels for destitute families in Haringey. Support is predominantly delivered through casework by face-to-face appointment at its office in Tottenham, and through advice and information workshops in local settings such as schools and children's centres. Food is distributed to parents and children who have no immediate recourse to public funds (NRPF).

The Recommendation

The application fits your priorities for Advice and Support services, reaching families facing multiple and complex needs including immigration, housing and benefits advice, and addressing immediate needs relating to food poverty. Funding will support the administrative mechanisms behind the supply of emergency food parcels, and not direct purchase of food, in line with your policy. CARIS Haringey carries Advice and Quality Standard certification for General Help and Case Work, and is registered with the Office of the Immigration Services Commissioner (OISC) at Level One, which covers basic immigration advice within Immigration Rules. It is well linked in with relevant local services, receiving the majority of its referrals due to case complexity from social services and Haringey Migrant Support Centre, alongside schools and health visitors, and other voluntary organisations.

£111,000 over five years (£21,800; £21,900; £23,000; £21,500; £22,800) for the advice service and emergency food parcel administration, including a Senior Advice Worker (14hpw) and related running costs.

Funding History

Meeting Date	Decision
20/10/2011	£62,500 over three years (£21,250; £21,250; £20,000) towards salary and running costs of CARIS Haringey's pre-entry and level 1 ESOL classes for women.

Background and detail of proposal

CARIS has worked in Haringey for over twenty years. The borough has one of the highest rates of homeless families of any in the UK in the top 25 of all local authorities. This includes 3,000 families (including over 5,300 children) in Haringey in

temporary accommodation. In the year 2018-2019, CARIS Haringey saw a significant increase in demand on its services, including 100 new referrals from external agencies. The expectation is that factors such as Brexit, Universal Credit (introduced in the borough in October 2018) and the lack of legal aid will continue to drive demand yet further.

The support provided is long-term and wrap-around. It aims to increase clients' understanding of welfare options, housing rights and options, where possible empowering them to take action for themselves.

CARIS is also part of the No Recourse to Public Funds Network, where the issues faced by service users and the impact felt as a result of NRPF are discussed, best practice shared, and views are represented to the Home Office and other government departments.

Unlike through food banks, the provision of food support to service users is normally longer term rather than short-term emergency-based, as clients who have an NRPF condition imposed on them due to their immigration status are often destitute with no likely reprieve unless the condition is lifted.

Financial Information

The forecast dip in turnover for CARIS' current year, ending in 2020, is in part a result of salaries not paid due to the long term absence of the CEO/Director (now returned), and the vacancy in a second Senior Advice Worker post not covered in this application for which the charity was actively recruiting at the time of assessment. Reserves are currently below policy, but in assessment CARIS highlighted that it has demonstrated its ability to build on this, successfully doubling the levels held between 2018 and 2019 having strengthened fundraising skills in the team.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
Income & expenditure:			
Income	208,570	266,987	225,137
- % of Income confirmed	N/A	100%	89%
Expenditure	(214,893)	(243,261)	(213,904)
Total surplus/(deficit)	(6,323)	23,726	11,233
Split between:			
- Restricted surplus/(deficit)	770	4,084	4,012
- Unrestricted surplus/(deficit)	(7,093)	19,642	7,221
	(6,323)	23,726	11,233
Cost of Raising Funds	5,696	5,592	6,000
- % of Income	2.7%	2.1%	2.7%
Operating expenditure	177,000	191,600	178,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	14,748	34,390	41,611
No of months of operating expenditure	1.0	2.2	2.8
Reserves policy target	37,500	48,000	45,000
No of months of operating expenditure	2.5	3.0	3.0
Free reserves over/(under) target	(22,752)	(13,610)	(3,389)

MEETING 28/11/19**Ref: 15589****ASSESSMENT CATEGORY: Bridging Divides – Strategic Initiative****Media Trust****Adv: Geraldine Page****Base: Westminster****Amount requested: £236,256****Benefit: London-wide****Amount recommended: £236,000****The Applicant**

The Media Trust (MT) established in 1994 is a communications charity that believes in the power of media to change lives. It encourages the media and communications industry to share their time, knowledge and creativity to benefit charities, and underrepresented communities. It aims to amplify charities' voices by building their communications skills through innovative training, volunteer brokerage and content programmes to help them reach and engage new audiences.

The Application

The application seeks continuation funding for a further four years to deliver the 'Telling your Stories Project'. Each year 10 of the organisations funded by you will have short films made for them by professional film makers who volunteer their time and experience. The project is comprehensively facilitated by the MT throughout the entire process. As well as a film, the charities will receive training in film-making, social media and distribution. The films produced for the Trust previously have been very powerful and engaging. They are made sensitively and collaboratively with the selected charities producing very high quality films. The funding is requested for the Media Trust staff time allocated to the project, the production costs of the 10 films per year and the training sessions for the charities involved each year.

The Recommendation

MT has a very strong track record and expertise in the media and creative industry. Its unique partnership model enables it to connect professionals in the media and creative industry with diverse and under-represented individuals and groups. Your continued support for this project will allow organisations you fund to develop their skills and give them an opportunity to get a crucial promotional tool, with multiple purposes to showcase their work. Including demonstrating their impact, brand awareness, recruiting volunteers, fundraising and inspiring people to get involved.

£236,000 (£59,000 x 4) for the Media Trust to work with a cohort of 10 City Bridge Trust grantees per year for 4 further and final years on a "Telling Your Stories" project.

Funding History

Meeting Date	Decision
26/09/2019	£1,500 for the Media Trust to develop and run a new Distribution workshop to complement the "Telling Your Stories" project.
14/11/2018	£49,995 over six months for the delivery costs of the "Telling Your Stories" project.
23/11/2017	£148,700 over two years (£75,000; £73,700) to contribute to the delivery costs of the Stronger Voices Training Programme for 30 equalities organisations, including Advocacy Masterclasses, digital guides and volunteer brokerage.

27/07/2017	The applicant has decided to withdraw its application, and plan to resubmit a proposal at a later date.
15/06/2017	£720 for the Media Trust to manage the subtitling for 'Telling Your Stories' screening at the Barbican
22/09/2016	The applicant wishes to increase the income it generates from the media industry by testing a tiered corporate membership fee structure. It is not clear that the applicant is on a journey towards social investment or whether revenue generation through fee income will be sufficient.
22/09/2016	£49,107 for the Media Trust to work with a cohort of City Bridge Trust grantees on a "Telling Your Stories" project.
09/07/2015	£50,000 over 12 months towards a marketing and business development programme that will allow Media Trust to explore opportunities for earned income and the potential to take on social investment.
06/06/2013	£80,000 for a final year's funding to provide media training to 110 young Londoners to tell London's stories to a wide national and regional audience.

Background and detail of proposal

The MT has been very successfully delivering the 'Telling Your Stories' project on behalf of the Trust for a number of years. This project will offer 10 of the charitable organisations you support each year (for 4 further years), the opportunity to have a short film made about their work by professional filmmakers. Following an agreed selection/application process, 10 organisations will be selected per year by the Trust and MT to take part in this project. The organisations will be given the opportunity to develop their production experience through their involvement with the film making process and shadowing of their allocated filmmaker. During the project the organisations will attend three training days. The first is a social media workshop where delegates will learn how to reach and engage their audience using social media and work on their external messaging. The second workshop is around the filmmaking process, producing powerful content. Finally, the third workshop on distribution will help ensure the charities have the knowledge, skills, tools and confidence to promote their film to ensure the maximum possible impact. The MT will produce and deliver 10 three-minute films, providing support to the charities and filmmakers throughout the process. MT will promote the films once they have been edited and will provide the charities involved with a copy of their film to use for their own publicity in the future.

We know from previous participants what a huge asset the films can be; raising an organisation's profile, increasing traffic to its websites and social media accounts as well as being a catalyst for increasing interest in its services and securing additional funds. From the most recent cohort of films screened at your event in the Barbican Cinema on 10 October 2019, Spectra's film #WholsAlex has already been nominated for the Charity Film of the Year Award.

Financial Information

MT is in a stable financial position and its strategic review includes a development plan for building the charity's reserves to its target level of £500k. The deficit in unrestricted funds in YE 2018 relates to several major programme areas coming to an end. Additionally, MT has been through a series of transitions with two CEOs (one interim) and the Head of Fundraising Events being replaced over the course of FY 2017/2018. Changes were made by the new CEO with a series of redundancies and a refocused drive to secure corporate sponsorship. Savings from organisation downsizing and being accommodated in new serviced offices in late 2018 will

generate further savings in running costs and give MT more flexibility to scale up or down its workforce in line with programme demands.

Reserves policy is £500k representing just over six months of salaries and overhead costs. Currently, reserves are lower than this target. The Trustees are considering ways of reducing the charity's dependence on unpredictable forms of income and securing more reliable funding streams. The Trustees review the policy and progress towards meeting the target level of reserves annually and the Finance and Audit Committee will review the policy in the interim if warranted.

Year end as at 31 March	2018 Signed Accounts £	2019 Draft £	2020 Budget £
Income & expenditure:			
Income	1,759,528	1,907,102	1,905,412
- % of income confirmed as at 8/7/19	N/A	100%	53%
Expenditure	(1,878,465)	(1,744,167)	(1,883,335)
Total surplus/(deficit)	(118,937)	162,935	22,077
Split between:			
- Restricted surplus/(deficit)	34,891	143,036	0
- Unrestricted surplus/(deficit)	(153,828)	19,899	22,077
	(118,937)	162,935	22,077
Cost of Raising Funds	362,490	221,194	128,323
- % of income	20.6%	11.6%	6.7%
Total expenditure	1,878,465	1,744,167	1,883,335
Free unrestricted reserves:			
Free unrestricted reserves held at year end	203,377	223,276	245,353
No of months of total expenditure	1.3	1.5	1.6
Reserves policy target	500,000	500,000	500,000
No of months of total expenditure	3.2	3.4	3.2
Free reserves over/(under) target	(296,623)	(276,724)	(254,647)

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Committee	Dated:
City Bridge Trust	28 th November 2019
Subject: Grants of £250,000 or Above for Approval	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report author: Scott Nixon, Head of Director's Office	

Summary

This report advises members of funds recommended for approval for amounts of £250k or above. Assessment reports for all grants recommended for approval at Annex 1.

Recommendation

Members are asked to:

- Receive this report and approve the recommended amounts

Main Report

Member approval is requested for all applications of £250,000 or above, summarised in this report.

The total amount of expenditure and number of items to be approved under are shown in Table 1.

Applications to be considered comprise of Bridging Divides applications.

Scott Nixon
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Index of Grant Recommendations (amount requested: above £250,000)

No.	Ref	Grant Organisation	Original Amount Requested	Programme Area	Funding Manager	Location of Organisation	Amount recommended for approval	Grant duration (months)
<u>Bridging Divides</u>								
10	15557	Doctors of the World UK	£299,756	Positive Transitions	Tim Wilson	Tower Hamlets	£300,000	60
11	15371	Merton Home Tutoring Service	£259,000	Positive Transitions	Samantha Grimmett-Batt	Merton	£135,000	36
<i>Total Bridging Divides (2 items)</i>			£558,756				£435,000	
Grand Totals			£558,756				£435,000	

MEETING: 28/11/2019**Ref: 15557****ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions****Doctors of the World UK****Adv: Tim Wilson****Amount requested: £299,756****Base: Tower Hamlets****Benefit: London-wide****Amount recommended: £300,000****The Applicant**

Established in 1979 when a group of doctors broke away from Médecins Sans Frontières to form Médecins du Mond, Doctors of the World (DOTW) became a registered UK charity in 1998. In addition to raising funds to support international work, Doctors of the World delivers clinical services in East London and Brighton for people excluded from NHS healthcare, either as a result of their immigration or housing status. The organisation also campaigns for policy change (such as its recent push to stop the use of NHS records in immigration enforcement) and other systemic practices that might prevent people from seeking medical support. Members of this Committee may recall that the October 2019 Common Council approved a 3-month pilot for DOTW to run a mobile clinic for the City's homeless.

The Application

DOTW seeks funding for health services offered to migrants and refugees at its Stratford clinic in the London Borough of Newham. Annually, this work costs around £300,000 and the charity raises most of this money from a range of independent Trusts and Foundations. Each year, the clinic provides immediate healthcare to 1,000 people through a medical consultation with a GP or nurse (this can be on a drop in or pre-booked appointment basis). The clinic also supports 2,000 people with a social consultation (run by volunteer caseworkers) and assistance in accessing longer-term NHS support. Clients are referred by grassroots groups and migrant community support organisations. The charity also runs a medical advice line, handling over 15,000 calls each year.

Clinical services are offered 5 days a week for drop in and appointments as well as a designated day for women and children. Medical services are run by volunteer GPs and nurses, and the charity estimates that 90% of clinic attendees are not registered with a GP. DOTW aims to see most of its clients just once, working to support them to register with mainstream primary providers consequent to their Stratford visit.

The Recommendation

DOTW's Stratford clinic offers high-quality support in a bright and welcoming space. The service seeks to mitigate the risk of individual and public health crises. The charity responds to the number of migrants in London who are not registered with a GP either because they have been wrongly refused by a practice, or because they are fearful that medical staff may report them to the Home Office. There is some evidence of a consequent cost to Hospital services, with BBC data indicating at least 15,000 A&E attendances in London from people who are not registered for primary healthcare.

Funding costs are higher in the first year as DOTW seeks to update its clinical database and casework record system. This is judged to be instrumental in the

quality of client outcomes and therefore recommended as part of the grant offer from City Bridge Trust. Funding is sought on a tapered basis and recommended as follows:

£300,000 over five years (£70,000; £65,000; £60,000; £55,000; £50,000) towards the staff and running costs of the Stratford Clinic run by Doctors of the World for vulnerable migrants.

Funding History

Meeting Date	Decision
06/06/2013	£50,000 over two further years to provide emergency primary healthcare for people unable to access statutory services.
02/12/2010	£25,000 over one year towards the costs of a project providing a bridge to healthcare services for vulnerable people.

Background and detail of proposal

NHS guidance makes clear that it is unreasonable for a GP surgery to refuse registration to people who do not have proof of address or personal identity to hand, stating that *“this also applies if you’re an asylum seeker, refugee, homeless patient or overseas visitor, whether lawfully in the UK or not”*. 2018 data published by DOTW and based on 12 months of primary research to register 2,189 of the charity’s patients with GPs highlighted that wrongful refusal was commonplace (accounting for 19% of the attempted registrations) and frequently in contravention of NHS guidelines. In response, NHS England and DOTW have co-published guidance on GP registration

DOTW does not seek to replace mainstream provision but rather ensure clients can access what they are entitled to on a timely basis, so their health outcomes do not suffer.

Financial Information

The table below shows a 51% reduction in income from 2018 to 2019 matched by an equivalent reduction in expenditure over the same period. This was largely a result of the expected end of some restricted grants. The most recently audited accounts show DOTW’s free reserves below target, and they are expected to remain below target for the next two financial years although slightly improved by the end of 2020. The charity is seeking to build free reserves by implementing a cost-saving programme and prioritising fundraising towards core costs and UK programmes.

Year end as at 31st December	2018 Audited Accounts £	2019 Forecast £	2020 Budget £
Income & expenditure:			
Income	2,665,439	1,294,121	1,764,000
- % of Income confirmed as at 30th October	n/a	77%	15%
Expenditure	(3,221,914)	(1,442,910)	(1,744,000)
Total surplus/(deficit)	(556,475)	(148,789)	20,000
Split between:			
- Restricted surplus/(deficit)	(472,059)	(149,325)	0
- Unrestricted surplus/(deficit)	(84,416)	536	20,000
	(556,475)	(148,789)	20,000
Operating expenditure (unrestricted funds)	642,367	534,120	584,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	89,697	90,233	110,233
No of months of operating expenditure	1.7	2.0	2.3
Reserves policy target	160,592	133,530	146,000
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(70,895)	(43,297)	(35,767)

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MEETING: 28/11/2019

Ref: 15371

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions**Merton Home Tutoring Service****Adv: Sam Grimmett Batt****Amount requested: £259,000****Base: Merton****Benefit: Merton****Amount recommended: £135,000****The Applicant**

Merton Home Tutoring Service (MHTS) was established in 2009 in order to offer ESOL provision for those unable to access statutory support. MHTS is the primary pre-entry ESOL provider in the borough and provides both classes and home tutoring, which supports learners to a position whereby they can attend classes. It also runs a weekly conversation group. The charity operates with a small staff team, supports around 100 learners annually and usually has a waiting list of 15-20 people.

The Application

The funding will be used to provide 8 classes across two locations, delivered by qualified ESOL teachers. The charity will pilot 4-hour classes (rather than 2 hours currently) and investigate whether this accelerates pupil learning; thereby eventually increasing the overall number of people it can support each year. Additionally, one of the classes will be changed from a daytime class to an evening class.

The Recommendation

MHTS is well trusted in the community and considered an expert in local ESOL provision; having been selected to deliver the Learn English Together project (LET), to establish a baseline of ESOL need and provide a referral/signposting service, as well as advice and support to smaller organisations. Whilst still a modest operation, over the last 10 years activities have steadily increased with income tripling since you last funded it in 2013. The National Lottery Community Fund (NLCF) has pledged a grant of c.£200k over the next 3 years, primarily towards the home tutoring aspects of MHTS's work. Your grant, towards the classroom-based work, would complement this funding hence it is advised for three years duration rather than the five requested. Funding is advised:

£135,000, over three years (£43,000, £46,000, £46,000) towards pre-entry to entry level 2 ESOL community classes to give adult migrants, refugees and asylum seekers more opportunities to learn English. The grant includes £2,000 in year 1 towards safeguarding training.

Funding History

Meeting Date	Decision
18/04/2013	£34,120 over three years to provide basic English classes for migrants, refugees and other adults unable to reach other classes.

Background and detail of proposal

Room hire costs include creche facilities, which are essential as most of the learners are women unable to attend otherwise. Teaching costs are higher in year 2 and 3 to account for the introduction of a paid teacher enabling an evening class.

The grant recommendation has been determined in order to meet your policy regarding turnover, ie that your annual grant cannot exceed 50% of the recipient's annual turnover in any year. MHTS has experienced variable income levels in the past few years; the recommendation incorporates annual amounts based on the average income received in 2017, 2018, 2019 and confidently projected in 2020. In year one, an additional £2,000 has been included towards safeguarding training.

It was clear during the monitoring of your last, and during the assessment of this application, that the charity is negatively impacted by limited administrative/strategic resource. The aforementioned NLCF grant incorporated an additional amount towards specific capacity building elements. Should you approve a grant, your officer will steer the organisation towards your Funder Plus offer, The Bridge Programme, in order to potentially augment this.

Financial Information

This organisation is dependent on grant funding but can expeditiously adjust its activities based on income received. Income in 2019 was lower than expected because MHTS was not successful in an application to the National Lottery Community Fund (NLCF) (a grant has since been awarded). Other income allowed the charity to continue operations without significantly reducing activities or depleting reserves and MHTS reviewed its fundraising strategy and introduced a more stringent programme of applications in response to the dip in funding. It will also be investing in a new fundraising database and strategic advice in 2020.

The 2020 budget includes exceptional income (unlikely to be repeated at this level), and expenditure, of £118k towards the LET project. Due to this, the reserves target in 2020 has been artificially inflated, leading to the reserves appearing to be under target. In fact, if this expenditure is discounted, the reserves are £9k over target, mirroring previous years.

Year end as at 31st July	2018 Signed Accounts 14 months £	2019 Draft accounts £	2020 Budget £
Income & expenditure:			
Income	110,272	87,893	228,833
- % of income confirmed as at 8/7/19	N/A	N/A	99%
Expenditure	(88,255)	(83,269)	(225,833)
Total surplus/(deficit)	22,017	4,624	3,000
Split between:			
- Restricted surplus/(deficit)	13,279	432	3,000
- Unrestricted surplus/(deficit)	8,738	4,192	0
	22,017	4,624	3,000
Operating expenditure (all funds)	88,255	83,269	225,833
Free unrestricted reserves:			
Free unrestricted reserves held at year end	32,247	36,439	36,439
No of months of operating expenditure	4.4	5.3	1.9
Reserves policy target	22,064	20,817	56,458
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	10,183	15,622	(20,019)

Committee	Dated:
City Bridge Trust	28 th November 2019
Subject: Applications recommended for rejection	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report author: Scott Nixon, Head of Director's Office	

Summary

This report and the accompanying schedule outlines a total of **10** grant applications that, for the reasons identified, are recommended for rejection. All of these applications were under Bridging Divides criteria.

Recommendation

Members are asked to:

- Reject the grant applications detailed in the accompanying schedule

Main Report

1. There are 10 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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Grants Recommended for Rejection

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
<u>Bridging Divides</u>							
<u>Connecting the Capital</u>							
May 2019	15458	Attic Theatre Company (London) Ltd.	Longer term support to expand and sustain our participatory arts activities; promoting mental and physical health and wellbeing and encouraging positive and cohesive societies for isolated, hard to reach groups.	This proposal does not fully meet the priority areas of Connecting the Capital.	£127,945	Sandra Davidson	Merton
August 2019	15616	Hackney Wick & Fish Island CIC	Relaunching Creative Wick's 'Cultural Interest Group' to better take advantage of Creative Enterprise Zone status recently awarded to Hackney Wick and providing community infra-structure to local micro-businesses gain sustainable scale.	The application does not meet the priorities of 'Connecting the Capital'.	£140,000	Jenny Field	Tower Hamlets
April 2019	15444	School Food Matters	To continue our successful Know your Onions secondary school programme, which helps schools provide hands-on learning about food growing and the environment, and helps them develop productive, sustainable growing spaces.	As all the activities take place either in schools or under the direction of teachers, the proposal falls outside your priorities; whilst the stated outcomes do not match your criteria.	£60,771	Natalie Jordan	Richmond
February 2019	15321	Spanish and Portuguese Jews Synagogue	Funding physical and intellectual improvements to access, to transform Bevis Marks Synagogue into a vibrant heritage and cultural centre and to enable activities for a more diverse audience.	There is little evidence of use of the building by local community groups. Refurbishment and access works appear primarily focused on heritage and tourism. The proposal does not therefore sufficiently meet the Trust's priorities.	£99,350	Lily Brandhorst	City

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
April 2019	15415	Yorda Adventures Community Interest Company	Funding for CEO and Play Leader which will enable us to provide 245 free and subsidised playscheme places for around 70 children with severe learning disabilities in LB Kingston.	The application is to support a playscheme for 70 children with severe learning disabilities during school holiday periods. From the information provided there was insufficient evidence that the organisation was targeting the more disadvantaged areas of communities as a large proportion of the playscheme users have to pay to attend. The proposed work does not sufficiently match your priority 'Connecting the capital' to enable disadvantaged people who are disabled, including those who are experiencing mental health difficulties and people with learning difficulties, to actively participate in the arts, sports and health and well-being opportunities.	£114,063	Geraldine Page	Kingston
<i>Total Connecting the Capital (5 items)</i>					£542,129		
Positive Transitions							
June 2019	15621	Earls Court Youth Club	For young people with disability to form relationships and develop skills through the participation in specialist activities in an inclusive youth club setting.	Project is not sufficiently aligned with your Positive Transitions outcomes, specifically increasing choice and control.	£135,000	Samantha Grimmett-Batt	Kensington & Chelsea
July 2019	15604	Huntington's Disease Association	To provide advice, information, training and support to anyone affected by the rare heredity, neuro-degenerative, life limiting illness Huntington's disease (HD).	The request is for a small contribution towards an existing programme of work which could be funded from their own resources.	£10,111	Jenny Field	Enfield

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
March 2019	15376	Kazzum	A creative training programme supporting young migrants and refugees to develop communication, interpersonal and life skills. Our programme addresses mental wellbeing aiding participants, confidence and integration within the community.	The proposal does not strongly meet your programme priority area and outcomes. The application content, including project description, is poorly presented.	£93,091	Kate Moralee	Tower Hamlets
July 2019	15636	Parents in Need (PIN)	Raising the funding to ensure children with SEN/Learning disabilities can access a suitable education through the provision of specialist reports including educational psychologist's report, speech & occupational therapists' reports.	This application is for a fundraiser post's salary, which the Trust does not fund. The charity holds significant free reserves from which the post could be funded.	£25,500	Lily Brandhorst	Merton
March 2019	15364	The Royal British Legion Poppy Factory Ltd	To deliver our employability programme for former Armed Forces personnel with mental and/or physical health conditions in Greater London, supporting them into meaningful, long-term employment.	The proposal does not meet your programme and priority area criteria as it is focused on direct employment support.	£160,395	Kate Moralee	Richmond
<i>Total Positive Transitions (5 items)</i>					£424,097		
Grand Totals					£966,226		

Committee	Dated:
City Bridge Trust	28 th November 2019
Subject: Funds approved or declined under delegated authority	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Scott Nixon, Head of Director's Office	

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 12th September 2019, the CGO may make decisions on applications up to £50,000;

Decisions on applications of between £50,001 and £100,000 may be made by the CGO in consultation with the Chair and Deputy Chair, 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.

Applications considered comprise Investing in Londoners, Bridging Divides, Small Grants and Stepping Stones programmes.

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Requests approved under delegated authority (£100,000 or less)

Ref	Organisation	Date Approved	Grant Recommendation	Recommended Amount
15512	Age UK Sutton	12/11/2019	£57,400 over two further and final years (£28,400; £29,000) towards the salary and associated running costs of a part time (22.5 hours per week) Advice on the Road - Information & Advice Project Manager and associated running costs.	£57,400
15519	Lewisham Refugee and Migrant Network	12/11/2019	£84,600 over two further and final years (£42,300x 2) for the salary of a full-time Housing and Welfare manager and towards associated running costs.	£84,600
15766	Southwark Law Centre	31/10/2019	£25,512 over one year towards the salary and related costs of two p/t Welfare Rights Workers to provide a service to Lambeth residents.	£25,512
15556	Age UK Richmond Upon Thames	12/11/2019	£80,750 over two years (£40,250; £40,500) towards the salary of a part-time Wellbeing Co-ordinator (3dpw) and related activity and support costs working with older isolated people.	£80,750
15457	Clapham Arts Association/Studio Voltaire Ltd	12/11/2019	£100,000 towards the costs of making the premises more accessible for disabled people.	£100,000
15385	Geffrye Museum Trust	12/11/2019	£100,000 towards the costs of access works to the Museum as part of the Unlocking the Geffrye redevelopment project.	£100,000
15314	Home-Start London (HSL)	12/11/2019	£100,000 (5 x £20,000) over five years towards the salary of the p/t Director.	£100,000
15549	Neighbours in Poplar (NIP)	31/10/2019	£50,000 over two further and final years (2 x £25,000) for the salary of the Outreach Project Worker.	£50,000
15337	Otakar Kraus Music Trust	12/11/2019	£71,300 over three years (£17,600, £22,200, £31,500) for weekly Music Therapy for 30 children and young people with physical, psychological, behavioural, learning or emotional disabilities.	£71,300

Ref	Organisation	Date Approved	Grant Recommendation	Recommended Amount
15404	South London Botanical Institute	12/11/2019	£55,700 over two further and final years (£27,800, £27,900) towards the salary of a part time Education and Outreach Co-ordinator (14hpw) and part-time Project Manager (7hpw) and running costs of the Botany on your Plate initiative. As in previous years the grant is conditional on SLBI providing an outline programme of works for each year.	£55,700
15513	Spectra	20/09/2019	£16,500 over two further and final years (£8,200; £8,300) for the salary costs of one day per week of a Counsellor and contribution to operational costs of the Trans Counselling project in London.	£16,500
15502	The Wallace Collection	12/11/2019	£48,900 over 2 further and final years (£24,200; £24,700) towards the running costs of the Out of the Frame project in London working with older people aged 65+ and people living with dementia.	£48,900
15407	Drive Forward Foundation	30/10/2019	£97,500 over three years (£31,500; £32,500; £33,500) for the salary of a full-time Employment Consultant and on-costs. The release of payments in years 2 & 3 to be conditional on satisfactory levels of free reserves.	£97,500
15450	Ilays	30/10/2019	£14,560 over two years (£7,280; £7,280) to cover the costs of a part-time ESOL teacher, associated running and marketing costs for once-weekly, two-hour Level 1 and 2 ESOL classes for isolated Somali women in the London Borough of Hounslow.	£14,560
15374	Kiran Support Services	12/11/2019	£90,800 over two further and final years (£44,950 £45,850) towards a full-time Outreach & Advocacy Support Worker and running costs to support BAME women who have survived, or are at risk of, domestic abuse. Funding in year two conditional on satisfactory free reserves in 2019 and 2020.	£90,800
15399	The Renewal Programme	30/10/2019	£39,500 (£19,750 x2) over two further and final years to meet the sessional staffing and running costs of providing introductory ESOL classes for women aged 60 years and over.	£39,500

Ref	Organisation	Date Approved	Grant Recommendation	Recommended Amount
15593	Cambridge House	18/10/2019	£2,400 (6 days) to provide an eco-audit	£2,400
Grand Totals				£1,035,422

Committee	Dated:
City Bridge Trust	28 th November 2019
Subject: Withdrawn & Lapsed applications	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Scott Nixon, Head of Director's Office	

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

RECOMMENDATION

That the report be received, and the contents noted.

Scott Nixon
Head of Director's office
020 7332 3722
Scott.nixon@cityoflondon.gov.uk

Withdrawn or Lapsed Applications

ID	Organisation	Purpose of Request	Withdrawn / Lapsed Reason
<u>Withdrawn</u>			
15220	Change Grow Live	To support family relationships in order to prevent children and young people developing risky behaviours and lifestyles including offending, and reducing re-offending of imprisoned mothers.	Proposal withdrawn as it was unclear in several parts. A revised proposal is anticipated.
15574	Gingerbread	We will recruit a Senior Advice Officer to broker and support referral partnerships with specialist organisations in London (housing, mental health, immigration, etc) and advise single parents across those partnerships.	Withdrawn as the proposal is not sufficiently developed and does not currently present as robust in its outcomes.
15214	Savvy Theatre Company	To enable ease of transition from special education to employment for young adults with higher functioning autism, through professional drama and theatre production skills training and development of support network.	Following discussions with the Trust, the organisation has decided to withdraw their application.
<i>Total Withdrawn (3 items)</i>			
Grand Totals (3 items)			

Committee	Dated:
City Bridge Trust	28 th November 2019
Subject: Variations to grants/funds awarded	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Scott Nixon, Head of Director's Office	

Summary

This report informs Members of grants where variations have been agreed by the CGO 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 have been agreed by the CGO, in line with the revised delegated procedure for the amendment of grants as previously agreed by your Committee.

Eco-Audits

Now that they have been completed there have been some reimbursements from the initial funds set aside to commission eco-audits for the organisations below:

Applecative Ltd	£400
Elfrida Rathbone Camden	£400
Latin American Disabled People's Project	£400
OrganicLea Ltd	£400
St Philip's PCC	£400
Voluntary Action Harrow	£400

Bethel – London's Riverside Church

In 2016 a grant of £2,796 was awarded to commission an independent access audit. However the organisation has never claimed the grant and has recently confirmed that it is no longer required. The full sum has been written back.

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Committee	Dated:
City Bridge Trust	28 th November 2019
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, Head of Impact and Learning	

Summary

This paper provides an update on progress against your 2019/20 grants budgets and summarises those grants awarded and in management.

Recommendation

Members are asked to:

- a) Note the report

Main Report

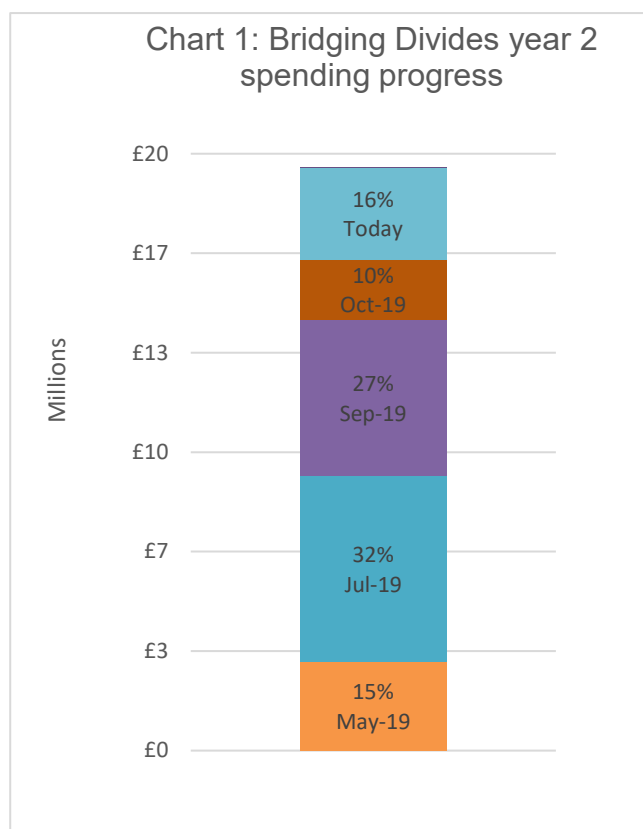
Background

1. Your current grant making is comprised of three main schemes: Bridging Divides, Anniversary Programmes and Prince's Trust.

Bridging Divides

2. Bridging Divides is City Bridge Trust's (CBT) funding strategy and programmes for 2018-2023. It launched in April 2018, replacing Investing in Londoners which ran from 2013 to 2018.
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 have had several meetings with exceptionally high spend, plus an additional meeting in October, due to concerted efforts by the Trust to decrease the backlog of applications. If approved, Today's spend will use most of the remainder of your original allocation of funders for 2019/20.



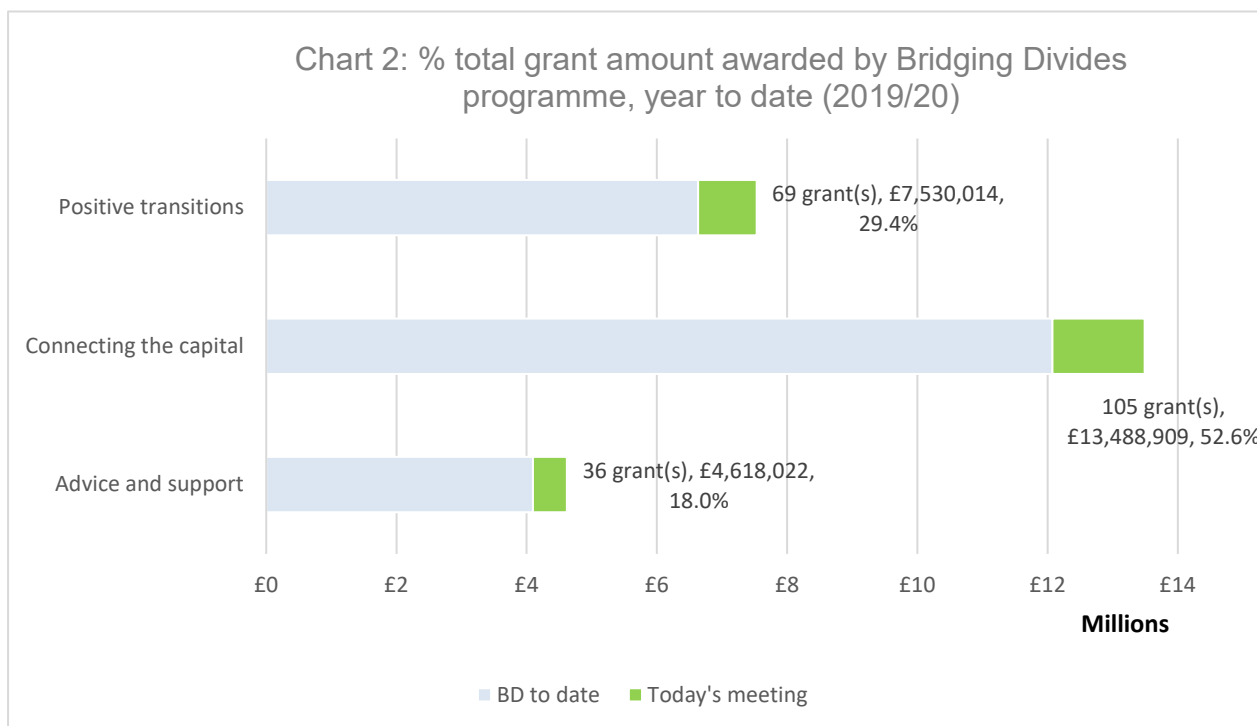
5. This should not limit your decision-making today since Court of Common Council has allocated £100m over the lifetime of Bridging Divides and there is flexibility in the timing of how CBT commits these funds, with the £20m annual allocation being indicative of planned commitments for each year.
6. **Grant variations:** Writebacks and variations of funds to date, including those reported at today's meeting, total £106,569. Unusually this includes a small increase (£378) to the LMA for its work to archive historic CBT files. This represents 0.6% of the annual grants budget.
7. **Assessments in progress:** The Trust is currently considering applications at a total request value of £25,516,360. This value continues to increase and is at a higher level than in previous years (November 2018: £17,087,579). This reflects the increased application rate and increased average request amount.

Table 1: Proposed use of remaining budget	£	Number
Value of submitted applications - pending	25,051,780	185
Value of proposed strategic initiatives	464,580	5
Total requests under assessment	£25,516,360	190

8. **Awards made against grant outcomes:** Under your Bridging Divides grants scheme you have three main programmes which aim to achieve different thematic outcomes. Charts 2 and 3 show the context of the applications you will consider today against the grants awarded by programme area since the launch of Bridging Divides.¹²

¹ This chart excludes eco audits, small grants, stepping stones (pre rolling programme), ideas please and strategic initiatives.

² Today's meeting includes all main Bridging Divides open application grants reported at today's meeting including those that have already been approved by delegated authority.



9. Connecting the Capital and Positive Transitions include a number of different priority areas. Charts 3 and 4 show the breakdown of grants awarded to date under each of these programmes.
10. The proportion of spend for each of the Connecting the Capital priority funding areas remains similar, with a small increase against capacity building support and a small decrease against arts, sports, health and wellbeing projects for older people – however both remain the primary areas of spending and this is a fluctuation rather than a trend.
11. The proportion of spend for each of the Positive Transitions priority funding areas again remains fairly steady but with small fluctuations showing increased spend in your Disabled people (choice and control) and migrants and refugees priority areas.

Chart 3: Connecting the capital: % spend by type of funded activity to date

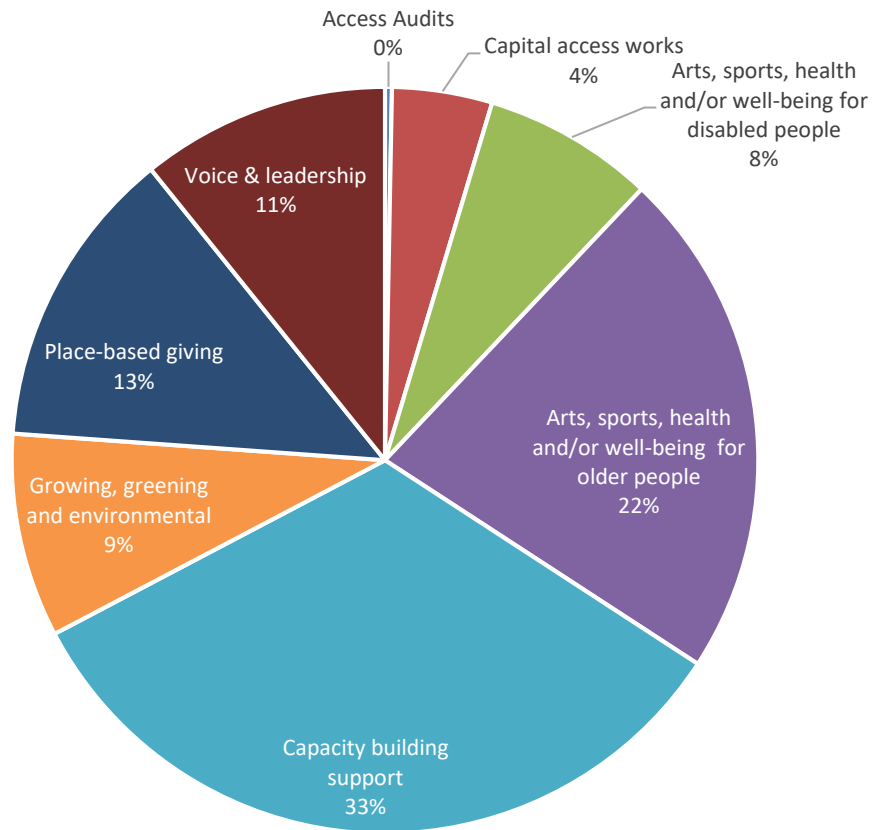
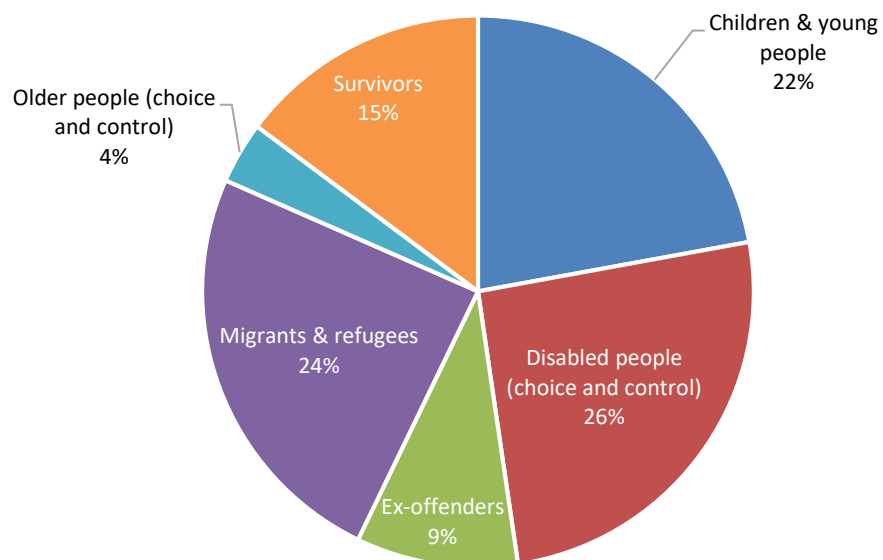


Chart 4: Positive transitions: % spend by type of funded activity to date



Anniversary programmes

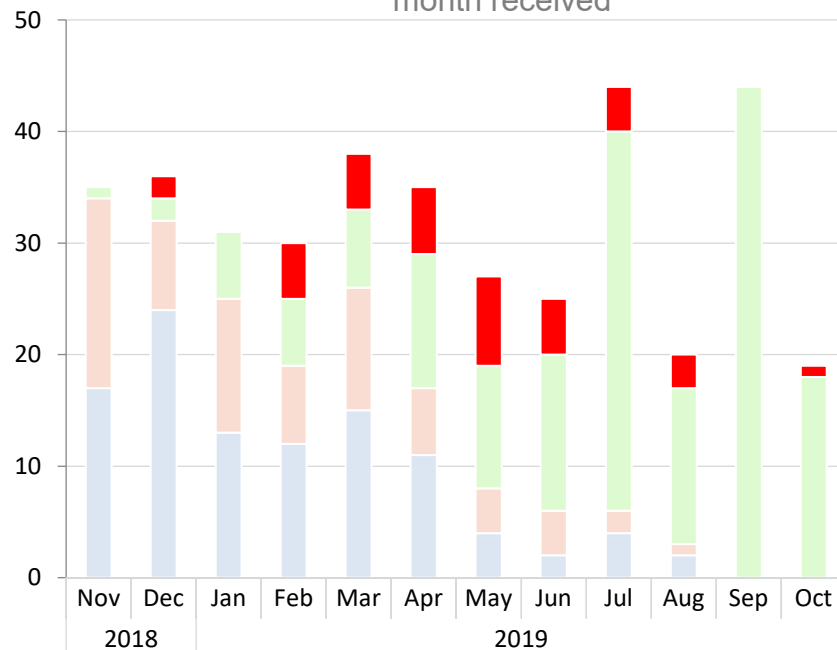
12. The Anniversary fund approved in 2015-16 is designated for use towards an employability and an infrastructure programme.
13. **Employability programme:**
Funds of £4,735,000 for the Employability Programme were fully committed in 2017/18. Some amounts within that will be formally allocated in future years over the 5-year life of this programme.
14. **Infrastructure Programme:**
62% of the total Infrastructure Programme budget of £3,713,000 was committed at the end of 2018-19. Of the remaining £1,934,945, £772,230 has been approved in the year to date towards the Cornerstone Fund and Bridge Fund, leaving £1,164,390 to spend.
15. **Prince's Trust**
The Trust has managed a grant programme with The Prince's Trust since 2014. At your March 2018 meeting you approved a 3-year commitment of £3,000,000.

Work in progress

16. **Progress of applications:** Chart 5 shows the application rate and progress of Bridging Divides applications from the oldest pending application.³ The peaks in July and September are notable and the Impact and Learning team are working with the Funding Directors to monitor application rates and manage workflow.
17. **Grants in Management value:** The total value of the grants across all programmes currently under the management of your Funding Managers is approximately £39,519,723.
18. **Grants in management learning and monitoring:** In the financial year to date your officers have assessed and signed off 153 annual progress reports from grantees and conducted 15 learning visits. Chart 6 shows the completion of reports by month.

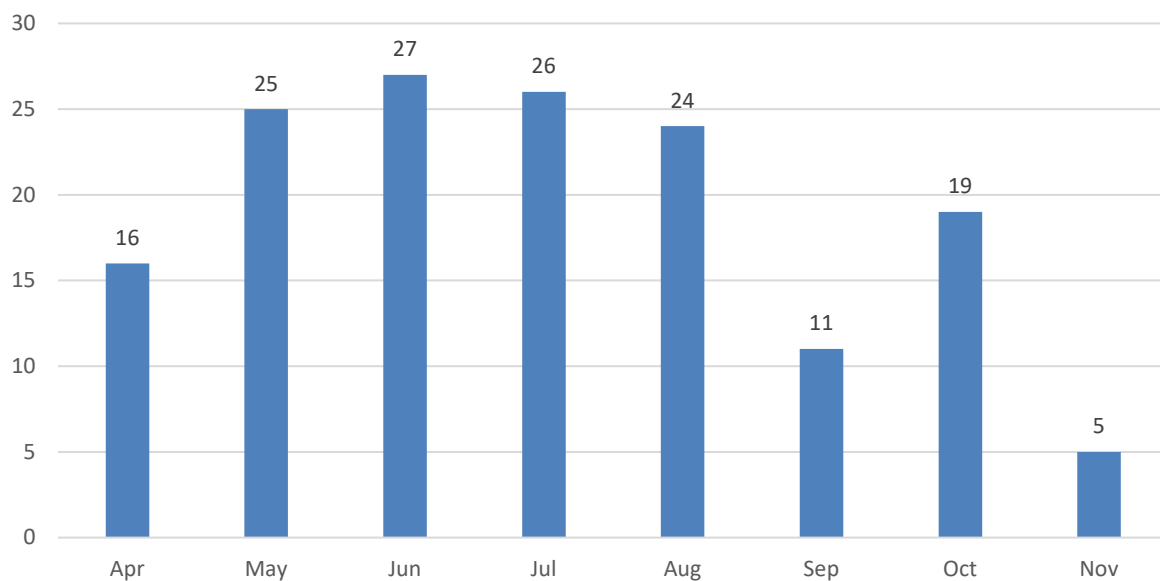
³ From July 2019 onwards these figures include only main Bridging Divides applications and exclude eco audits, strategic initiatives, small grants, ideas please and stepping stones (before it moved to a rolling programme), as they are approved through different application processes than your standard Bridging Divides grants.

Chart 5: Progress of Briding Divides pending applications by month received



	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019
Grand Total	35	36	31	30	38	35	27	25	44	20	44	19
Today's meeting	0	2	0	5	5	6	8	5	4	3	0	1
Pending	1	2	6	6	7	12	11	14	34	14	44	18
Declined	17	8	12	7	11	6	4	4	2	1	0	0
Approved	17	24	13	12	15	11	4	2	4	2	0	0

Chart 6: 2019/20 progress reports assessed



Jemma Grieve Combes

Head of Impact and Learning

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Committee	Dated:
City Bridge Trust	28 th November 2019
Subject: Report on Learning visits	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Natalie Jordan/ Kate Moralee (Funding Managers)	

Summary

This report introduces learning visit reports for Carney's Community and Bexley Crossroads.

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. The reports to this Committee are from visits to:
 - a. Carney's Community. Older Londoners\Carers aged 65 years and over better able to access support, advice and respite. Older Londoners\People living with Alzheimer's and other forms of dementia having a better quality of life.
 - b. Bexley Crossroads. The programme increases cooperation, coordination and collaboration between the voluntary sector, GP's, social care, public health to improve the health and wellbeing of older vulnerable individuals

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Heads of Impact and Learning

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**Learning visit report
Carney's Community 13996**

1.1 Date of visit: 04/11/2019	1.2 Name of visiting Funding Manager: Natalie Jordan, Jack Joslin, Paul Martinelli, William Hoyle	1.3 People met with: GT
1.4 Programme Area & Outcomes: Resettlement and Rehabilitation of Offenders\More ex-offenders successfully and sustainably resettled in the community and re-offending rates reduced		
1.5 Purpose of the award: £69,600 over three years (£22,800; £23,200; £23,600) to cover the cost of mentoring sessions and associated management costs.		
Grant start date: 01/09/2017		Grant end date: 01/09/2020
Project progress and difference made		
2.1 Project Outcome 1: Increased enrolment in education, employment and/or training (including improved knowledge of opportunities) Progress made: Carney's Community (CC) works with schools and pupil referral units. Battersea Power Station is the most successful partnership in terms of work placements. Several participants have set up their own businesses, and 3 are due to make presentations to Make My Mark for start-up funding. Another is being supported in her application to become an air stewardess, for instance with support getting a driving license, which is a role requirement.		
2.2 Project Outcome 2: Improved confidence, self-esteem, health and fitness Progress made: This target is being met, and CC measure this through individual action plans, questionnaires every 3-6 months, and focus groups. CC has learned to be clearer with partners about detailed needs and circumstances of individuals in support of this outcome. For instance, following a miscommunication about a work placement role being made redundant with a view to starting the young person on another opportunity, the uncertainty caused the individual, who has mental health problems, to follow an unhelpful path affected their self-esteem. The partner organisation in question has been very good at adapting to learning and listening in response and practice has improved in this regard.		
2.3 Project Outcome 3: Improved family and or housing situation Progress made: Housing in Wandsworth is unaffordable, and few placements are available. Those successfully housed get moved out of the area, where CC is no longer accessible, removing young people from support networks. Those in unstable housing situations are more difficult to support in other areas due to lack of stability. In terms of family support, feedback from participants is the primary way that CC track this outcome. Initially, CC wanted to work more with parents but have found that this can jeopardise the relationship with the young people, so an effort is being made to link in with council parenting teams.		
2.4 Project Outcome 4: Reduction in offending and re-offending Progress made: This outcome is difficult for CC to measure as it is reliant on feedback from participants and there are consent issues around accessing data. From feedback there is reason to believe that CC makes a big difference, and many case examples of participants with backgrounds of serious offences who are now contributing back positively to CC and wider society support this.		
Impact and learning: Funding Manager comments		
We met the CEO at CC's centre during a busy evening boxing and drop-in session.		

1. Impact

Over the long term, the stability and consistency that CC offers young people can be transformational, evidenced by a number of case examples. Engagement is high, and CC is well-placed to build trusting relationships. The project has fostered connections with local residents of different backgrounds to the young people, following initial resistance. Many locals have also volunteered.

The Grantee highlighted that other funders respect that CC is in receipt of this grant and it is possible this has helped unlock further funding. Press activity following the award helped, as often coverage leads to donations from individuals, and possibly reaches other organisations who might refer young people to CC.

CC seems to be in a strong place and is growing. At the time of our visit, the charity was recruiting a COO to take on some responsibility for fundraising and accounting.

2. Learning

The grantee has learned about communication, both with participants and partners. CC has also learned that the policy of being unconditionally open to all is vital to success, but that this brings a range of challenges. More young people with disabilities have become involved in the project, and CC has had to learn how to appropriately adapt and has strong links with relevant agencies for support. CC has also learned the value of having consistent premises, which means they are continually available for people with chaotic lives whose engagement is likely to fluctuate.

3. Knowledge:

The Grantee spoke about the challenges of funder-led Monitoring and Evaluation practice in this area of work and can force a focus on “quick wins” when work is often years-long before a breakthrough. Baseline testing requires young people to disclose issues before trust has been established, compromising accuracy of data. Long term case examples and feedback from other organisations is more useful and accurate for CC’s work.

Cuts to local authority services are having a large impact, and the rising threshold for access to other services puts more pressure on CC to deal with increasingly complex issues.

The Grantee emphasised the need for long-term support and was advised of the possibility of continuation funding.

Learning visit report
Bexley Crossroads Care Limited 14002

1.1 Date of visit: 18/09/19	1.2 Name of visiting Funding Manager: Kate Moralee, Dhruv Patel	1.3 People met with: DT and LS
1.4 Programme Area & Outcomes: Older Londoners\Carers aged 65 years and over better able to access support, advice and respite Older Londoners\People living with Alzheimer's and other forms of dementia having a better quality of life		
1.5 Purpose of the award: £155,000 over three years (£51,000, £50,000, £54,000) for the salary of a GP Link Officer, volunteer costs and associated project costs.		
Grant start date: 27/11/2017		Grant end date: 27/11/2020
Project progress and difference made		
2.1 Project Outcome 1: Work collaboratively with agreed GP and practice managers to enhance their knowledge and understanding of older carers and referral systems and increase effective referrals. Progress made: Output targets have been delivered, though little evidence provided of outcomes. This is an area the grantee is looking to improve in year 2. Referral systems have been improved through contact with the Community Connect programme.		
2.2 Project Outcome 2: To support older people to deal with financial, emotional or environmental problems by providing respite, advice, or signposting to other organisations. Progress made: 60% positive feedback for this service said they would not otherwise know about or attempted to apply for the benefits.		
2.3 Project Outcome 3: Increase older carers access to good quality respite, education, health, housing and other public and voluntary services to reduce inequalities and barriers. Progress made: 49 older carers have been reached via home visits which provided them with practical and emotional support including signposting to relevant services to assist with respite, early intervention support where mental health issues are present and social events such as community lunch clubs. 80% of carers experienced an increase in feeling more relaxed after receiving the support.		
2.4 Project Outcome 4: Ensure that older carers are at the centre of our work, that their voices, expertise and rights drive our policy and sit at the heart of current and future design and delivery. Progress made: No information provided on this area.		
2.5 Project Outcome 5:		

Scaling up of our existing adult volunteer befriending service as an additional resource to support the project.

Progress made: 17 volunteers have been recruited with 49 older carers receiving home visits.

Impact and learning: Funding Manager comments

1. **Impact:** BCC reported an increased understanding of the needs of older carers and have shared this through networks and partnerships with GP surgeries and Community Connect. Many of the older people accessing the services develop friendships and support each other reporting they feel part of their own community. BCC focuses on qualitative data and has many case studies and Vlogs to demonstrate impact.
2. **Learning:** The referral and assessment process to statutory services is very long, this frequently results in the carer not receiving services as the person “cared for” has often died during the lengthy process. BCC will pilot offering support beyond the death of the cared for person as this can result in isolation. Securing any quantitative data from medical sector is very difficult, e.g.: impact of service on frequent visits to surgery. Other providers in this space can operate in a “protectionist” way, making collaboration difficult.
3. **Knowledge:** high demand for adult services, long waiting times for assessments and not clear if Statutory Services are meeting their duty of care. Despite this there is a low take-up of carers assessments. BCC experienced difficulty in engaging with BAME communities, and are now targeting specific communities through, for example, places of worship, hospices, existing community groups.
4. **Total assets:** BCC reported accessing the STRIVE programme, receiving regular mentoring, which it valued highly. BCC reported difficulty in securing further funding and requested longer funding periods. Your FM was able to share the 5 years of grant funding opportunity under Bridging Divides. BCC secured other funding to support gaps identified through this project.

Committee	Dated:
City Bridge Trust Committee	28 th November 2019
Subject: City Bridge Trust Communications & Events attended	Public
Report of: The Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Catherine Mahoney - Communications Manager, Charity and Philanthropy	

Summary

This paper provides members with an update on the communications work of 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 10/09/19 and 10/11/19 against each of the four key audiences identified in your Communications Strategy. This shows continued levels of engagement against all four audiences.
2. With regards to the Regulators & Politicians audience, your Members and Officers attended several events involving this audience, including a visit to Philanthropy House In Brussels, officer Tim Wilson giving a speech at the Church of England Commissioners, and a network meeting to discuss best funding practices for legal advice in London.

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.
4. A number of recent grants awarded by the Trust were the subject of media coverage. These included Jigsaw4U, a domestic abuse charity in the South London Press, and a grant to Culpeper Garden in Islington for £100k, which was

reported in the Islington Gazette and Horticulture Week. The Risk and Resilience grant to support the mental health of charity workers achieved a lot of coverage in Charity Today, City Matters and the Newham Recorder.

5. The Financial Times ran a story detailing the transformative musical theatre production by London's east end youth in Waltham Forest – citing CBT as the Funder.
6. UK Fundraising ran an article detailing how six funders - including CBT - have joined together to develop ideas to boost communities in new place-based initiative LocalMotion.

External Events Register

7. Officers and Members attended a range of internal and external meetings during the period in question, including the Dragon Awards at Mansion House and holding the successful Telling Stories event at the Barbican, showcasing the impact of ten of our grantees.
8. A full list of external events attended by officers and Members on behalf of the Trust can be found at Appendix 3.

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Appendix 1: Key Audience Groups

Audience	Face to face	Online and Printed Media channels	Online content
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"> • <u>City Matters</u> • <u>Newham Recorder</u> • <u>KCW Today</u> • <u>City Matters</u> • <u>South London Press</u> • <u>Islington Gazette</u> 	<p>CBT Twitter:</p> <ul style="list-style-type: none"> • 7433 followers • 91.2K impressions* between 10/09/19 & 10/11/19 <p>CBT Website:</p> <ul style="list-style-type: none"> • 7362 users • 11,002 sessions • 2 mins and 52s average time spent, mainly on the 'What We Fund' page
Regulators & politicians	<ul style="list-style-type: none"> • Present at three main Party Conferences • Philanthropy House meeting in Brussels • CAF (global Giving Trends) • CASS 	<ul style="list-style-type: none"> • <u>Civil Society</u> • <u>FE News</u> • <u>FE News</u> 	n/a
Immediate stakeholders**	<ul style="list-style-type: none"> • London Funders • Bridges Fund Management annual investor day • London Muslim Centre reception • Spitalfields Crypt Trust Site Visit • GLA grants panel • Princes Trust London & South East Awards 	<ul style="list-style-type: none"> • <u>Charity Today</u> • <u>City Matters</u> 	<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	<p>Meetings & events with various funders including: Other events including:</p> <ul style="list-style-type: none"> • Metropolitan Thames Valley Housing Migration Foundation • Lloyds Register Foundation network learning event • Plaisterers Livery Company • London Advice Funders Network • ACF Housing network • NPC Ignites 2019 • The Queen's Young Leaders Programme • National Advice Funders Network • Homeless Link • City AM Awards • Charity Finance Group 	<ul style="list-style-type: none"> • <u>Digital Leaders</u> • <u>24 housing</u> • <u>UK Fundraising</u> • <u>Horticulture Week</u> 	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
10th September – 12th November 2019

Organisation/Topic	Publication and Weblink	Readership / Audience	Detail	Coverage	Date	
Centrepont charity	City Matters	20,000	Dhruv Patel, Chairman of the City of London Corporation's City Bridge Trust Committee, was quoted following a £100k grant donation from City Bridge Trust to Centrepont charity to tackle youth homelessness in the capital. [viewable internally only]	London	10/09	City Matters
Crimestoppers	Crimestoppers blog		Dhruv Patel, Chairman of the City Bridge Trust Committee, is quoted on a blog after the Trust awarded the organisation £96,200 for a project to tackle 'high-harm' crimes that go unseen and unchallenged.		12/09	Crimestoppers
	Fundraising.co.uk		City Bridge Trust was included in a list of 10 corporate partnerships benefitting good causes in the UK	Trade	13/09	Fundraising.co.uk

Clic Sargent	Charity Today		runs a story on City Bridge Trust awarding funding to charity Clic Sargent to support the families of children with cancer to cope financially. The Chairman of City Bridge Trust Committee, Dhruv Patel, is quoted.	Trade	18/09	Charity Today
Embrace Child Victims of Crime (Embrace CVoC).	City Matters		Chairman of the City Bridge Trust Committee, Dhruv Patel, is quoted in in news the Trust has awarded nearly £50,0000 to Embrace Child Victims of Crime (Embrace CVoC).	London	26/09	City Matters
Funder's Den	Fundraising.co.uk		The City Bridge Trust is mentioned by in a list of charitable bodies taking part in Funder's Den, an event at City Hall for small Black, Asian, multi-ethnic and refugee (BAMER) led charities.	Trade	27/09	Fundraising.co.uk
Waltham Forest	Financial Times		An article in the about a musical written by a youth group in Waltham	National	01/10	Financial Times

			Forest mentions a donation they received from City Bridge Trust (£).			
Lions Barber Collective charity	The Hairdressers Journal		A story was published on the Lions Barber Collective charity and the City of London Corporation teaming up to host an event today at the historic Barber Surgeons' Hall, celebrating the emerging role of barbers in mental health and male suicide prevention.	Trade	03/10	The Hairdressers Journal
	Digital Leaders		An opinion piece on praises the City Bridge Trust for its role in approaching digitisation for the UK economy.	Trade	04/10	Digital Leaders
Lions Barber Collective charity	BBC London		<i>BBC London</i> ran a segment on the Lions Barber Collective charity and the City of London Corporation teaming up to host an event at the historic Barber Surgeons' Hall,	London	07/10	BBC London

			celebrating the emerging role of barbers in mental health and male suicide prevention.			
British Refugee Council	Newham Recorder	8,900	A story was included on the British Refugee Council receiving funding from City Bridge Trust. The Chairman of the City Bridge Trust Committee was quoted. (viewable internally only)	Regional	09/10	Newham Recorder
Lions Barber Collective charity	MyLondon		Further coverage in of the Lions Barber Collective charity and the City of London Corporation teaming up to host an event at the historic Barber Surgeons' Hall, celebrating the emerging role of barbers in mental health and male suicide prevention.	London	09/10	MyLondon
supporting the resilience and mental health of voluntary sector workers	Charity Today		ran a story on City Bridge Trust granting over £70k to initiatives supporting the resilience and mental health of	Online national trade	10/10	Charity Today

			voluntary sector workers. The Chairman of the City Bridge Trust Committee was quoted.			
Foundation Giving Trends 2019	Civil Society	12,000	Civil Society ran a story on the Foundation Giving Trends 2019 being published, with in-depth analysis of the giving and income trends at the largest 300 foundations in the UK. Bridge House Estates is included in the report.	National trade	10/10	Civil Society
Lions Barber Collective charity	Quartz magazine	n/a	Further coverage of the Lions Barber Collective charity and the City of London Corporation teaming up to host an event at the historic Barber Surgeons' Hall, celebrating the emerging role of barbers in mental health and male suicide prevention in		10/10	Quartz magazine.
Mental health support for people working for charities	FE News	10,089	Further coverage of the City Bridge Trust funding to support the resilience of voluntary sector staff	Trade	10/09	FE News.

			in Chairman Dhruv Patel was quoted.			
Albert Kennedy Trust (akt),	FE News	10,089	<i>FE News</i> wrote about City Bridge Trust, the City of London Corporation's charitable funder, awarding £57,000 to Albert Kennedy Trust (akt), which works with young people who are homeless or at risk of becoming homeless	Trade	10/10	FE News
Mental health support for people working for charities	KCW Today	25,000	Chairman of the City Bridge Trust Committee Dhruv Patel was quoted in in relation to the Trust awarding six charities money for mental health support.	Regional	16/10	KCW Today
Lions Barber Collective charity	London Post	n/a	The reported that the Lions Barber Collective charity and the City of London Corporation hosted an event on Monday to highlight the 'emerging role' of barbers in mental health and suicide prevention.	London	17/10	London Post

British Refugee Council	City Matters	20,000	A story was included on the British Refugee Council receiving funding from City Bridge Trust. The Chairman of the City Bridge Trust Committee is quoted. [Viewable internally only]	London	17/10	City Matters
Jigsaw4u	South London Press	22,500	The <i>South London Press</i> carried a story about City Bridge Trust's grant to a domestic abuse charity working in the London Boroughs of Merton and Sutton. Dhruv Patel, Chairman of the City Bridge Trust Committee, was quoted.	Regional-South London	25/10	South London Press
QPR in the Community Trust	24 housing	n/a	24 housing covered the five-year grant to QPR in the Community Trust awarded by the City Bridge Trust to deliver three over-60s projects. Dhruv Patel, Chairman of the City of London Corporation's City Bridge		28/10	24 housing

			Trust, was quoted.			
LocalMotion,	UK Fundraising	33,000	City Bridge Trust was mentioned as one of the six funders of new place-based initiative LocalMotion. LocalMotion aims to work with local partners to find solutions to social, environmental and economic issues on their doorstep.	National Trade	31/10	UK Fundraising
Culpeper Community Garden	Horticulture Week	6,300	<i>Horticulture Week</i> covered the grant awarded by the City Bridge Trust, the City of London Corporation's charitable arm, to Islington-based Culpeper Community Garden for more than £100k to provide ongoing support to vulnerable and disadvantaged Londoners.	National Trade	05/11	Horticulture Week
Culpeper Community Garden	Islington Gazette	6,496	<i>Islington Gazette</i> reported that Culpeper Community Garden has been given £100,000 to	Regional	11/11	Islington Gazette

			fund a horticulture project supporting vulnerable people by City Bridge Trust, the City of London Corporation's charitable arm. Dhruv Patel, Chairman of the City Bridge Trust is quoted.			
Mental health support for people working for charities Page 182	City Matters	20,000	<i>City Matters</i> reported that City Bridge Trust awarded over £79,000 to six London charities that will deliver specialist mental health support to hundreds of people working for charities across the capital. Dhruv Patel, Chairman of the City Bridge Trust is quoted.	London	12/11	City Matters

External Events Register

Attended 10th September – 10th November 2019

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
12/09/19	English National Ballet	New Building	Dhruv Patel	London City Island	Presentation and Tour of the new home for ENB
13/09/19	Spitalfields Crypt Trust	Site visit	Tim Wilson	Hackney	An opportunity to visit this grantee's social enterprise café, see where City Bridge-funded services take place and meet key staff.
16/09/19	Lib Dem Party Conference	Political Party Conference Dinner	David Farnsworth	The Hilton Hotel, Bournemouth	David attended the Lib Dem party conference dinner
17/09/19	CoL	Investment Committee Strategy Dinner	David Farnsworth	Members Private Dining Room	Investment Committee Strategy Meeting, Reception and Dinner

17/09/19	Bridges Fund Management	Annual investor day	Tim Wilson	Royal Society of Arts	Annual learning event highlighting Bridges' work. This year's keynote was delivered by the filmmaker Richard Curtis.
17/09/19	Princes Trust	New Building Tour	Dhruv Patel	Southwark	Presentation and Tour of the new home for PT
17/09/19	Fishmongers Livery	Meeting	Dhruv Patel	CoL	Discuss ways to work together
18/09/19	London Muslim Centre	Reception and Dinner	David Farnsworth	London Muslim Centre, 46 Whitechapel Road, London E1 1JX	Reception and dinner
18/09/19	Bexley Crossroads	Learning Visit	Dhruv Patel & Kate Moralee	Bexley	Learning Visit
18/10/19	Waltham Forest Borough of Culture	CBT funded grant visit	Dhruv Patel	Epping Forest	Reception and GIANT performance
21/10/19	Legal Advice Centre	Learning Visit	Dhruv Patel and Sam Grimmett-Batt	CoL	Learning visit

21/09/19	Queens Young Leader Programme		Dhruv Patel	SW1	Panel Discussion and Reception
23/09/19	Labour Party Conference	Private dinner	David Farnsworth	The Grand Hotel, Brighton	David attended the private dinner for the labour party conference
24/09/2019	CoL	Awards ceremony	David Farnsworth Fiona Rawes, Catherine Mahoney	Mansion House	The Lord Mayor's Dragon Awards celebrates excellence in social impact both within Greater London and nationally
24/09/19	London Funders	Meeting	Ciaran Rafferty, Sandra Davidson, Jack Joslin	Guildhall	A meeting of funders of Small Grants, following the recent survey commissioned by the Trust
24/09/2019	Dragon Awards	Awards Ceremony	David Farnsworth, Fiona Rawes, Catherine Mahoney	Mansion House	The Lord Mayor's Dragon Awards celebrates excellence in social impact both within Greater London and nationally
25/09/19	Metropolitan Thames Valley Housing Migration Foundation	Committee meeting	Tim Wilson	Camden	A grants' committee meeting. Your officer is a member.
27/09/19	GLA	Grants Panel	Ciaran Rafferty	City Hall	A meeting to consider applications to Round 2 of the Mayor's Young Londoners Fund

31/09/19	Down's Syndrome Association	Learning visit	Dhruv Patel & Natalie Jordan	Middlesex	Visit to see how this grant partner is progressing
01/10/19	Lloyds Register Foundation	Grant Funders Network	Fiona Rawes, Kate Moralee, Sam Grimmet Batt	Lloyd's Register Foundation, 71 Fenchurch Street, London EC3M 4BS	Fiona, Kate and Sam attended this learning event for the grant funding community
01/10/19	Plaisterer's Livery Company	Reception and Dinner	David Farnsworth	Plaisterer's Hal, 1 London Wall	This was Alison Gowman's first event as Master Plaisterer
1/10/2019	Grant Funder Network	Network for Funding Managers	Kate Moralee and Samantha Grimmett-Batt	City of London	This event had a presentation from Lloyds Register Foundation about its work and from ACF about the Stronger Foundations Programme
01/10/2019	London Advice Funders Network	Meeting	Sandra Jones	Lift Islington	Network meeting of those organisations funding legal advice in London, facilitated by London Funders.
9/10/2019	ACF	Issue Based network	Kate Moralee	Tower Hamlets	Housing and Homelessness Network focussing on underpinning funding decisions with robust and reliable evidence.

10/10/19	NPC Ignites 2019	Conference	Fiona Rawes / Catherine Mahoney	Friend's House, 173-177 Euston Road, London NW1 2BJ	Fiona and Cathy attended conference - NPC Ignites will examine the key issues facing civil society leaders today and explore cutting edge responses. Topics ranged from Brexit to systems change and from place-based approaches to shared measurement
10/10/19	CoL / Media Trust	Telling your Stories Film Event	Several members and Officers	Barbican, Cinema 3	Event to show and celebrate Media Trust films made under the Telling Stories Media Trust grant
11/10/19	CBT	Strategy half day	CBT Board Committee / Senior Officers	Toynbee Hall	Annual strategy meeting
14/10/19	Prince's Trust	Awards for London and South East	Alison McGowan, Cathy Mahoney	Chartered Accountants' Hall. Moor Place	Prince's Trust award night - helped greet winners with other donors
15/10/19	CoL – Brussels Office	Reception	David Farnsworth, Dhruv Patel, Alison Gowman	Concert Noble, Brussels	David, Fiona, Dhruv and Alison attended Philanthropy House in Brussels. David, Dhruv and Alison then attended the reception before travelling back to UK
16/10/19	CoL	High Commissioners Banquet	Fiona Rawes	Guildhall	Fiona attended High Commissioners Banquet

17/10/19	NCVO	NCVO Trustee Board pre away day drinks and dinner	Jenny Field		Jenny attended drinks and dinner for NCVO
21/10/19	CoL	Presentation dinner for Lord Mayor Elect	David Farnsworth	Haberdashers Hall	David attended presentation dinner for Lord Mayor Elect
21/10/19	CoL	Panel Discussion on The Queen's Young Leaders Programme	David Farnsworth	Old Library, Guildhall	David attended panel discussion and reception to mark the conclusion of The Queen's Young Leaders Programme
22/10/19	CAF	CAF World Giving Index 10 th Anniversary	Fiona Rawes	Aga Khan Centre, 10 Handyside Street, London N1C 4DN	CAF event where we celebrate the 10th anniversary of the CAF World Giving Index and discuss global giving trends
23/10/19	Social Impact Investor's Group	Seminar	Tim Wilson	City of London	Your officer was invited to speak to an audience of grant-making foundations about City Bridge Trust's Stepping Stones programme.

29/10/2019	National Advice Funders Network	Meeting	Sandra Jones	Freshfields, Fleet Street	Network meeting of organisations who fund or support not for profit legal advice, facilitated by Access to Justice Foundation
30/10/19	CASS	Charity talks	Fiona Rawes	Cass Business School, 106 Bunhill Row, London EC1Y 8TZ	Charity talk on the future of volunteering and its role in society
2/11/2019	Homeless Link	Masterclass	Kate Moralee	Tower Hamlets	Systems leadership masterclass – how this approach could help in your work.
4/11/2019	Barbican centre	Celebration of 10 years of Barbican learning	Alison McGowan	Barbican Centre	Celebration and thanks to collaborators over 10 years
05/11/2019	Bail for Immigration Detainees	Site visit	Tim Wilson	Colnbrook Immigration Removal Centre (near Heathrow Airport)	Your officer was the guest of Trust-grantee Bail for Immigration Detainees to see its programme of legal advice and support in operation.
05/11/19	The London Conference	Conference	David Farnsworth	The Royal Institution, 21 Albemarle Street, W1S 4BS	David attended part of the London Conference
06/11/19	ACF	ACF Conference	David Farnsworth, Fiona Rawes, Jenny Field	BMA House, Tavistock Square	A number of CBT colleagues attended the ACF conference

07/11/19	City AM	The 10 th Annual City Am Awards 2019	David Farnsworth	Leonardo Royal Hotel, 10 Godliman Street EC4V 5AJ	David attended this black-tie event
07/11/2019	Charity Finance Group	Annual Dinner	Karen Atkinson	Lancaster Gate Hotel, Bayswater	Annual dinner attended by senior finance individuals across the charity sector

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