



## The City Bridge Trust Committee

**Date:** WEDNESDAY, 8 JULY 2020  
**Time:** 1.45 pm  
**Venue:** VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

**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:** 17 Sept 2020      26 Nov 2020      28 Jan 2021

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### Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/9CB7X-yfb9Y>

**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**
  - a) To agree the public minutes and non-public summary of the meeting held on 30 January 2020; and
  - b) To receive the note of the inquorate meeting on 26 March 2020.

**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 - 36)
6. **BRIDGE HOUSE ESTATES STRATEGY: BRIDGING LONDON, 2020 - 2045**

Report of the CGO

**For Information**  
(Pages 37 - 48)
7. **GRANTS BUDGET AND APPLICATIONS TODAY**

Report of the CGO

**For Information**  
(Pages 49 - 52)
8. **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 53 - 54)

  - a) Grants Recommended of Over £250,000 for Approval (Pages 55 - 58)  
Report of the CGO
  - b) Funds Ordinarily Approved under Delegated Authority (Pages 59 - 110)  
Report of the CGO

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

**For Decision/Information**

- a) Applications Recommended for Rejection (Pages 111 - 114)
- b) Funds Approved or Declined under Delegated Authority (Pages 115 - 120)
- c) Withdrawn and Lapsed Applications (Pages 121 - 122)
- d) Variations to Grants/Funds Awarded (Pages 123 - 124)
- e) City Bridge Trust Communications and Events Attended (Pages 125 - 142)

10. **REPORT OF ACTION TAKEN**

Report of the Town Clerk

**For Information**  
(Pages 143 - 152)

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

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

13. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

**Part 2 - Non-Public Agenda**

14. **NON-PUBLIC MINUTES**

- a) To agree the non-public minutes of the meeting held on 30 January 2020; and
- b) To receive the non-public note of the inquorate meeting on 26 March 2020.

**For Decision**  
(Pages 153 - 158)

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

Report of the CGO

**For Information**  
(Pages 159 - 162)

16. **CGO STRATEGY REPORT - TO FOLLOW**

Report of the CGO

**For Decision**

17. **BRIDGE HOUSE ESTATES STRATEGIC REVIEW - UPDATE FOUR**  
Report of the Town Clerk and the CGO  

**For Information**  
(Pages 163 - 168)
18. **LEARNING CASE STUDY ABOUT LONDON YOUTH - SUPPORTING YOUTH WORKERS DURING LOCKDOWN**  
Report of the CGO  

**For Information**  
(Pages 169 - 172)
19. **NON-PUBLIC REPORT OF ACTION TAKEN**  
Report of the Town Clerk  

**For Information**  
(Pages 173 - 176)
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

## THE CITY BRIDGE TRUST COMMITTEE

Thursday, 30 January 2020

Minutes of the meeting of The City Bridge Trust Committee held at Guildhall, EC2 on Thursday, 30 January 2020 at 1.45 pm

### Present

#### Members:

Alderman Alison Gowman (Deputy Chair) - In the Chair  
Karina Dostalova  
Deputy Jamie Ingham Clark  
Alderwoman Susan Langley  
Wendy Mead  
Paul Martinelli  
Deputy Dr Giles Shilson  
Jannat Hossain (Co-opted Member)  
William Hoyle (Co-opted Member)

#### Officers:

Joseph Anstee	- Town Clerk's Department
David Farnsworth	- Chief Grants Officer & Director of City Bridge Trust
Nathan Omane	- Chamberlain's Department
Anne Pietsch	- Comptroller and City Solicitor's Department
Fiona Rawes	- Town Clerk's Department
Scott Nixon	- Town Clerk'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
Jemma Grieve Combes	- The City Bridge Trust
Kate Moralee	- The City Bridge Trust
Catherine Mahoney	- The City Bridge Trust
Geraldine Page	- The City Bridge Trust
Ruth Feder	- The City Bridge Trust
Samantha Grimmatt-Batt	- The City Bridge Trust
Edith Parker	- Chamberlain's Department
Kristina Drake	- Town Clerk's Department

#### 1. APOLOGIES

Apologies for absence were received from Dhruv Patel (Chairman), Marianne Fredericks, Deputy Edward Lord, Jeremy Mayhew and Ian Seaton.

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

The Deputy Chair, in the Chair, declared a standing interest by virtue of being a trustee of Trust for London, and advised that she had withdrawn from the delegated authority request in respect of the Museum of London Archaeology at Item 10b due to a conflict of interest.

3. **MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the meeting held on 28 November 2019 be agreed as an accurate record.

Matters Arising

The Deputy Chair requested that officers follow up on the Digital Skills Strategy with the Corporate Strategy team.

4. **OUTSTANDING ACTIONS**

The Committee received the 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. **ANNUAL REVIEW OF THE COMMITTEE'S TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk asking the Committee to review its terms of reference. In response to a query from a Member, the Deputy Chair advised that the Committee's quorum was in line with other Committees, also noting that decisions in respect of grants over £500,000 were referred to the Court of Common Council.

**RESOLVED** – That the terms of reference of the Committee be approved for submission to the Court as set out.

6. **PROGRESS REPORT**

The Committee received the regular progress report of the CGO and discussed the updates provided. The Committee had enjoyed a presentation and discussion with Lib Peck, Director of the Mayor of London's Violence Reduction Unit, at lunch prior to the meeting.

CBT's 25<sup>th</sup> Anniversary

A Member, noting that 2020 was also the 25<sup>th</sup> anniversary of the Disability Discrimination Act, asked whether there were any plans to commemorate this as part of the CBT anniversary. The CGO responded that there had been conversations on synergy between the two anniversaries and a prospective programme of work for 2020 and beyond.

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

7. **FINANCIAL POSITION OF CITY BRIDGE TRUST IN RESPECT OF THE PERIOD ENDED 31ST DECEMBER 2019**

The Committee received a report of the CGO setting out City Bridge Trust's financial position against budget for the period ended 31<sup>st</sup> December 2019.

In response to a query from a Member, the CGO advised the Committee on the difference in financial position following the shift to five-year grants under the Bridging Divides strategy and assured that organisations were not receiving less capital per annum as a result.

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

8. **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.

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

a) **Grants of Between £100,001 and £250,000 for Approval**

The Committee considered a report of the CGO advising Members of funds recommended for approval for amounts between £100,000 and £250,000, including strategic initiatives. The CGO advised of a small amendment to the wording of the recommendation in respect of the Community Drugs and Alcohol Recovery Services and tabled an amended report for Members' consideration.

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

1. Community Drug and Alcohol Recovery Services

**APPROVED** £110,550 (3 x £36,850) for a full-time Health and Wellbeing Outreach Worker (plus on-costs) to deliver mental health support services to isolated clients at a range of venues across the borough. Release of the grant in years 2 and 3 is conditional on evidence that CDARS' free reserves are expected to return to a level equivalent to 3 months total expenditure and clarification of the restricted reserve forecast.

2. Revolving Doors Agency

**APPROVED** £133,130 over 5 years (£31,000, £29,860, £27,000, £24,170, £21,100) to support the costs of further developing the London Regional User Forum.

3. St. Christopher's Hospice

**APPROVED** £165,250 over three years (£56,650; £54,400; £54,200) for the salary and associated costs of a f/t Project Manager to adapt and establish Compassionate Neighbours to support older, frail, socially isolated people in Bromley.

#### 4. St. Pancras Community Association

**APPROVED** £125,000 over five years (£25,000 x 5) for a Co-Ordinator (0.5FTE), activities, and associated running costs of the Golden Years programme.

#### 5. Step by Step

**APPROVED** £247,700 over five years (£49,060; £50,232; £49,332; £49,456; £49,620) towards the salary and running costs of dedicated weekly arts, crafts and music sessions for 48 disabled young people aged 4-18 years.

#### 6. Tempo Time Credits Ltd

**APPROVED** £202,000 over four years (£65,000; £60,500; £47,500; £29,000) towards the development of Time Credits networks in London, funding in each year conditional on a workplan being provided.

#### 7. Young Hammersmith and Fulham Foundation

**APPROVED** £200,832 over five years (£55,000; £50,000; £45,000; £30,000; £20,000) towards the salary costs of a f/t Business Development Manager and a f/t Consortium Development manager plus project-related costs.

#### 8. Ambition Aspire Achieve

**APPROVED** £127,000 over three years (£48,000; £43,000; £36,000) towards the salary costs of the Operations Manager, a new SEND Coordinator, sessional staff and project activities to develop and deliver services for young people with special educational needs or disabilities transitioning into adulthood.

#### 9. BeyondAutism

**APPROVED** £178,000 over five years (£46,000; £42,000; £42,000; £29,000; £19,000) for the salary and support costs of a full-time specialist vocational practitioner along with the production costs of an employment toolkit for a programme that will help maximise the workforce participation of young people with autistic spectrum disorders with multiple and complex needs.

#### 10. NOVA New Opportunities

**APPROVED** £150,000 over five years (£30,000 per annum) towards 14 hours per week of the current WCP Programme Manager and 17.5 hours per week of a new WCP Assistant. Release of each year's payments is subject to the receipt of satisfactory management accounts, until such time that free reserves reach a reasonable level.



#### 11. Roundabout

**APPROVED** £125,600 over five years (£19,400; £19,400; £22,800; £32,000; £32,000) towards the costs of the salaries of the co-Chief Executives over five years. Salaries for the first three years will be part-funded by a recently confirmed grant from the Henry Smith Charity, which runs for three years.

#### 12. Sutton Mencap

**APPROVED** £156,400 over 3 years (£52,100, £50,100, £54,200) towards a Digital Paths to Inclusion programme which combines the use of digital technology with increasing the voice of people with a learning disability in their local community.

#### 13. Grandparents Plus

**APPROVED** £211,900 over 5 years (£40,000; £41,000; £42,300; £43,600; £45,000) towards a FTE Senior Advice Worker (London) and associated costs.

#### 14. Disability Rights UK

**APPROVED** £175,000 over five years (5 x £35,000) towards the salaries, operating and management costs of the London element of the Independent Living Helpline and Members' Advice Line.

#### b) **Grants of £250,000 or Above for Approval**

The Committee considered a report of the CGO advising Members of funds recommended for approval for amounts of £250,000 or above. The CGO introduced each application to Members and outlined the proposals.

The CGO advised that officers wished to undertake further review of the application in respect of Spored Foundation. The Committee agreed to defer consideration of the application and agreed that the application could be considered under the Committee's delegated authority procedures.

Members of the Committee praised the high standard of applications and quality and variety of work going on, commending CBT and the organisations involved.

In response to a question from a Member, the CGO confirmed that CBT would be working in partnership with Trust for London on the Strengthening Voices, Realising Rights programme and would be closely involved with the work.

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

15. Habinteg Housing Association Ltd

**APPROVED** £332,000 over three years (£121,000; £105,000; £106,00) for the costs of a programme to train, mentor and support disabled young Londoners to develop a career in inclusive design related work.

16. Spotted Foundation

**DEFERRED** – To be considered under the Committee's delegated authority procedures.

17. Wheels for Wellbeing

**APPROVED** £288,400 over 5 years (£58,320; £59,640; £55,100; £59,480; £55,860) towards the provision of fully accessible inclusive cycling opportunities in Lewisham, Croydon and Lambeth.

18. Bede House Association

**APPROVED** £260,000 over 5 years (£50,000, £51,000, £52,000, £53,000, £54,000) for the salary of the Starfish Domestic Violence Project Manager plus on-costs. The grant in years two to five is subject to the necessary balance in project costs being raised.

19. SignHealth

**APPROVED** £260,000 over 5 years (£50,000; £51,000; £52,000; £53,000; £54,000) towards the full-time salary of a Children and Families Support Worker, plus associated running costs, for a specialist service supporting Deaf women and their children who are escaping domestic abuse to rebuild their lives with increased resilience, independence and wellbeing.

20. Young Roots

**APPROVED** £288,500 over five years (£53,500; £58,000; £60,000; £61,500) for 1 FTE Croydon Caseworker along with support and on-costs associated with the service for young refugees and asylum seekers.

21. Waltham Forest Churches Night Shelter Ltd (WFCNS)

**APPROVED** £296,000 over five years (£58,550; £57,800; £58,800; £59,850; £61,000) for the salary and on-costs of employing a Full Time (35 hpw) CBT Therapist and associated project costs, with a contribution to core costs.

22. London Funders

**APPROVED** £300,000 over three years (3 x £100,000 towards the further development of the London's Giving movement.

23. Strengthening Voices, Realising Rights, Phase 2 – a joint initiative with Trust for London

**APPROVED** a grant of £400,000 over three years to Trust for London to establish a joint fund for Phase 2 of the Strengthening Voices, Realising Rights initiative to support work that tackles some of the root causes of poverty and disadvantage amongst Deaf and Disabled Londoners.

10. **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 28 grant applications that were recommended for rejection. The Committee noted that the application in respect of The Challenger Trust had been withdrawn and was therefore not recommended for rejection.

**RESOLVED** – That the Committee reject the grant applications listed in the accompanying schedule, except the application in respect of The Challenger Trust, which was withdrawn.

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

The Committee received a report of the CGO which advised Members of 22 expenditure items, totalling £793,760, which had been presented for approval under delegated authority to the CGO in consultation with the Chairman and Deputy Chair. The Committee noted that a past Chairman had approved the grant application in respect of Museum of London Archaeology in the room of the 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 9 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 2 grants agreed by the CGO since the last meeting.

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

e) **Report on Learning Visits**

The Committee received a report of the CGO about two visits that had taken place. The Deputy Chair encouraged Members to attend visits where they could as they were useful.

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

f) **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.

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

In response to a question from a Member on CBT policy on reserves, the CGO explained that officers always took the level of reserves in the context of the organisation and considered individual cases on their specifications. There was a procedure for assessing how appropriate an organisation's reserves were and applications were turned down where it was felt an organisation's reserves were excessive.

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

There was no other business.

13. **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.

<b>Item No.</b>	<b>Exempt Paragraphs</b>
14 - 15	3
16 - 17	-

14. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 28 November 2019 be agreed as an accurate record.

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

The Committee received a report of the CGO.

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

There was one question.

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

There was no other business.

**The meeting ended at 2.42 pm**

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Chair

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## THE CITY BRIDGE TRUST COMMITTEE

Thursday, 26 March 2020

Notes of the informal meeting of Members of The City Bridge Trust Committee held on Thursday, 26 March 2020 at 1.45 pm

*The Town Clerk advised that following the publication of the agenda, the latest developments in respect of COVID-19 and the announcements by HM Government and Public Health England on Monday 23 March 2020, a physical presence at Guildhall for this meeting would not be possible, and therefore the meeting would be conducted virtually. Members present proceeded to discuss the items on an informal basis, to provide Member oversight and scrutiny with a view to informing any decisions which may be processed under urgency procedures in the coming period.*

### **Present (by video or teleconference facility):**

#### **Members:**

Dhruv Patel (Chairman)  
Alderman Alison Gowman (Deputy Chair)  
Karina Dostalova  
Simon Duckworth  
Marianne Fredericks  
Deputy Jamie Ingham Clark  
Alderman Susan Langley  
Deputy Edward Lord  
Jeremy Mayhew  
Deputy Dr Giles Shilson  
Jannat Hossain (Co-opted Member)  
William Hoyle (Co-opted Member)

#### **Officers:**

Joseph Anstee	- Town Clerk's Department
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
Kristina Drake	- Town Clerk's Department

### **1. APOLOGIES**

Apologies were received from Paul Martinelli, Wendy Mead and Ian Seaton.

### **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.

3. **MINUTES**

The public minutes and non-public summary of the meeting held on 30 January 2020 were noted and Members present confirmed that they were a correct record.

4. **OUTSTANDING ACTIONS**

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

5. **PROGRESS REPORT**

Members received the regular progress report of the Chief Grants Officer and Director of City Bridge Trust (CGO) and discussed the updates provided.

COVID-19

The Deputy Director of City Bridge Trust (CBT) gave Members an overview of work CBT had undertaken in response to the developing coronavirus outbreak, firstly work with London Funders towards setting up a pooled fund to support London's civil society organisations adversely affected by the outbreak. Members noted that Bridging Divides funding had been approved for use towards the scheme, and that CBT would be heavily involved throughout. The Deputy Director advised that there was a further proposal in relation to the scheme later in the agenda. Members noted that several CBT officers, including the CGO had been seconded to the London-wide response operation based at London Bridge.

The Deputy Director advised that the applications to the scheme would be considered by CBT, and therefore the Committee's delegated authority policy may need to be amended to facilitate the scheme. Furthermore, the wider Scheme of Delegations may need to be amended to enable the Deputy Director of CBT to formally deputise for the CGO.

Members then discussed the response in support of the City of London community and residents, noting that this was co-ordinated by the Department of Community and Children's Services. Members were advised that various community groups and volunteers had been mobilised in support.

6. **GRANTS BUDGET AND APPLICATIONS TODAY**

Members 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.

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

a) **Grants Recommended Between £100,001 and £250,000**

Members considered a report of the CGO advising Members of funds recommended for approval for amounts between £100,000 and £250,000, including strategic initiatives. In response to a question from the Deputy Chair, officers confirmed and explained their support for all applications proceeding, in



light of the developing COVID-19 situation and the impact this may have on organisations.

It was agreed that Members approve the recommended amounts for the following applications:

1. Castlehaven Community Association

£143,000 over three years (£46,000; £46,500; £50,500) towards the full-time salary and associated running costs of the Greenworks Co-ordinator plus project running costs. Release of funds in Year 1 is conditional on a satisfactory budget for 2020-21 being provided.

2. Council of Somali Organisations

£145,000 over three years (£49,000; £48,000; £48,000) towards a 0.6FTE salary and associated costs of a project to support SCVOs in influencing decisions affecting Somalis in London. Release of the grant in years 2 and 3 is subject to management accounts evidencing progress in reducing the gap between free unrestricted reserves and the policy target.

3. St. Margaret's House Settlement

£104,960 over three years (£36,340; £34,380; £34,240) towards the salary, running and project management costs of the arts programme for disabled adults.

4. St. Paul's Church West Hackney

£105,000 over 3 years (3x35,000) towards the Posh Club Co-Ordinator's salary (3.5dpw), Kitchen Manager's salary (1dpw) and towards associated running costs to deliver 30 x 4-hour TPC events per annum for older people.

5. Young Camden Foundation

£135,000 over three years (£50,000; £45,000; £40,000) as core funding to support the Young Camden Foundation's work for voluntary sector organisations working with children and young people.

6. Alliance for Inclusive Education

£109,700 over two further and final years (£54,400; £55,300) towards an Inclusion Champion post (2.5 days per week), the Policy Co-ordinator (0.5 days per week) and a proportion of the Director's time (5 hours per week) and the Communications Officer (1 day per month), as well as the costs of developing the e-hub, and training and capacity building costs.

7. Aurora Foundation for People Abused in Childhood

£28,400 made up of £18,400 over one year towards therapists' fees, clinical supervision, premises and management costs and £10,000 to develop a robust fundraising plan and develop better links with local statutory providers.

8. Generate Opportunities Ltd

£117,500 over three years (£38,500, £39,000, £40,000) towards the salaries of two Generate Voices Co-ordinators (15HPW each, one Co-ordinator to have lived experience of a learning disability) and associated project running costs.

9. School-Home Support

£108,500 over three years (£36,000; £36,200; £36,300) for the salary and associated costs of a School-Home Support Practitioner (37.5hpw, term time only) to support the positive transitions of young people with mental ill health in Alternative Provision. The release of funding is conditional on the provision of a finalised Job Description for the role that includes specifications relating to experience of mental health work and any relevant qualifications.

10. Spinal Injuries Association

£248,200 over 5 years (£48,300; £49,000, £49,600, £50,300, £51,000) for a f/t Project Support Officer and associated running costs to provide support, advice and advocacy for people experiencing spinal cord injury in London.

11. Urban Partnership Group

£150,000 over three years (3 x £50,000) for a full-time ESOL tutor; Volunteer training; a contribution to creche facilities; exam registration and project management and administration costs.

12. Age UK Merton

£248,000 over five years (£47,600; £48,600; £49,600; £50,600; £51,600) towards the costs of a full-time advice worker, management costs and associated running costs.

**b) Grants Recommended of £250,000 and Above**

Members considered a report of the CGO advising Members of funds recommended for approval for amounts of £250,000 or above. It was agreed that Members approve the recommended amounts for the following applications:

13. Children Ahead Ltd

£250,000 over five years (5 x £50,000) towards the costs of psychotherapeutic and other mental health support to young people, both boys and girls. Release of year 2 of the grant is conditional on the charity having recruited at least one woman to the Board of Trustees.

14. Froglife Trust

£244,200 over five years (£46,500; £47,400; £48,700; £50,000; £51,600) for the salary of a f/t Project Manager and running costs for the Leaping Forward for Dementia project.

15. Rushey Green Timebank (RGTB)

£323,500 over 5 years (5 x £64,700) towards a f/t Director of Lewisham Local plus associated running costs for the development and consolidation of Lewisham Local.

16. Chinese Mental Health Association

£260,900 over 5 years (£50,700; £51,600; £52,600; £52,500; £53,500) for a Coordinator (0.8FTE), Support Worker (0.2FTE), volunteer expenses and running costs for the Chinese Wellbeing Service.

17. Graeae Theatre Company

£260,400 (£49,920; £50,968; £52,048; £53,159; £54,304) towards the 0.8FTE salary costs of the Training and Learning Co-ordinator and associated costs of the Rollettes, The Young Company and The Ensemble Intensive training programmes.

18. Jewish Women's Aid

£248,700 over 5 years (£47,300; £48,500; £49,700; £51,000; £52,200) for a Domestic Abuse Worker (35 hpw) and associated costs for its London service.

19. Kids Can Achieve

£183,600 over three years (£60,000; £61,200; £62,400) towards the salary of one f/t Family Worker; individual and family therapy sessions and a contribution to building and organisational running costs.

20. Maggie Keswick Jencks Cancer Caring Centres Trust

£200,000 over five years (5 x £40,000) towards the salary and on costs of a Senior Welfare Rights and Benefits Worker in London.

c) **Applications Ordinarily Approved Under Delegated Authority**

Members considered a report of the CGO advising of funds to be approved that would usually be approved under delegated authority, but were presented instead to the Committee in order to be able to confirm the total grants awarded this financial year.

It was agreed that Members approve the recommended amounts for the following applications:

21. Just for Kids Law

£100,000 over three years (£45,000; £35,000; £20,000) of core support for JFKL's holistic casework in London, including rent and core expenditure.

22. Cripplegate Foundation

£95,000 over 2 further and final years (£40,000, £55,000) towards staffing and operational costs of the Saturday Socials older persons programme delivered through Islington Giving.

23. Rushey Green Timebank (RGTB)

£94,000 over 2 further and final years (£49,800, £44,200) towards the salary of a p/t (21 hpw) Co-ordinator and freelance sessional staff and associated costs of maintaining and developing the community green space.

24. Sound Minds

£63,000 over five years (£15,000; £14,000; £13,000; £12,000; £9,000) for core costs to underpin the successful running of the organisation through and beyond the recruitment and hand-over of a new CEO.

25. Wac Arts

£100,000 towards the capital costs of improved access facilities to the Old Town Hall.

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

a) **Applications Recommended for Rejection**

Members considered a report of the CGO outlining a total of 16 grant applications that were recommended for rejection. In response to a question from a Member, officers confirmed that feedback and greater detail around the reasons for recommending rejection of an application were shared with the organisations through contact with officers. Members agreed to reject the grant applications listed in the accompanying schedule.

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

Members received a report of the CGO which advised Members of 23 expenditure items, totalling £69,462, which had been presented for approval under delegated authority to the CGO in consultation with the Chairman and Deputy Chair.

c) **Withdrawn and Lapsed Applications**

Members received a report of the CGO which provided details of 12 applications which had been withdrawn or had lapsed.

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

Members received a report of the CGO which advised of a variation to ten grants agreed by the CGO since the last meeting.

e) **Strategic Initiative Progress Report - GLA/Young Londoner's Fund**

Members received a report of the CGO providing a progress update on the Young Londoners Fund (YLF) strategic initiative delivered in partnership with the Greater London Authority. The report covered CBT funding to the GLA to assist with their delivery of network support to YLF grantees.

f) **Reports on Learning Visits**

Members received a report of the CGO about two visits that had taken place. Members discussed the outcomes arising from the visits and were advised of ongoing Impact & Learning work around CBT's ability to facilitate peer support, networking and knowledge-sharing between organisations as part of CBT's Total Assets approach.

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

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

9. **REPORT OF ACTION TAKEN**

Members received a report of the Town Clerk reporting action related to the COVID-19 Response taken by the Town Clerk since the last meeting of the Committee, in consultation with the Chairman and Deputy Chair, in accordance with Standing Order No. 41(a).

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

In response to a question from a Member, officers advised on the state of accounting and reporting by CBT and other charities in light of the developing COVID-19 situation. Officers confirmed that they were providing resources and guidance to be shared with other organisations and posted on the CBT website.

In response to a question from a Member, the Deputy Director of CBT confirmed that CBT was receiving enquiries from organisations with crisis experience and direct appeals for emergencies, and were engaging accordingly. In response to another query from a Member, officers advised on the possibility of instances of fraud arising from the COVID-19 outbreak and assured that this would be raised and picked up as appropriate.

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.

<b>Item No.</b>	<b>Exempt Paragraphs</b>
13 - 16	3
17	-
18	3

**13. NON-PUBLIC MINUTES**

Members considered the non-public minutes of the meeting held on 30 January 2020.

**14. ADDITIONAL MONEY FOR BRIDGE HOUSE ESTATES ANCILLARY OBJECTS**

Members considered a report of the CGO.

**15. PROGRESS REPORT ON THE MAYOR'S YOUNG LONDONERS FUND, YEAR 1**

Members received a report of the CGO.

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

Members received a report of the CGO.

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

There were no questions.

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

There was other business.

**The meeting ended at 3.16 pm**

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Chairman

**Contact Officer: Joseph Anstee**  
tel. no.: 020 7332 1480  
[joseph.anstee@cityoflondon.gov.uk](mailto:joseph.anstee@cityoflondon.gov.uk)

**The City Bridge Trust Committee – Outstanding Actions**

<b>Item</b>	<b>Date</b>	<b>Action</b>	<b>Officer responsible</b>	<b>To be completed/ progressed to next stage</b>	<b>Progress Update</b>
1.	6 July 2018	<b>Outreach work with targeted Boroughs</b>	CBT Team	<b>December 2020</b>	This has been paused until further notice and until staff can physically visit boroughs to promote the scheme
2.	28 Nov 2019	<b>Strategic Initiatives Update</b>	CBT Team	<b>July 2020</b>	A progress report on the London's Giving Strategic initiatives to be brought to Committee.

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<b>Committee:</b> City Bridge Trust (CBT)	<b>8th July 2020</b>
<b>Subject:</b> Progress Report	<b>Public</b>
<b>Report of:</b> Chief Grants Officer and Director of CBT (CGO)	<b>For Decision</b>

## Summary

This paper provides an update on CBT's progress against its current business plan whilst highlighting decisions taken/to be taken in the current operating context. All decisions and actions should be anchored in CBT's values: Progressive; Adaptive; Collaborative; Inclusive; Environmentally responsible; and Representative (P.A.C.I.E.R.). At Appendix 1 there is an update of CBT's six major workstreams with changes since the last update of 30 May 2020 highlighted. The CBT Black Lives Matter and Covid-19 responses are considered in more detail. An update on the Responding to the Resilience Risk Initiative is also provided.

## Recommendation

Members are asked to:

- a) Note the report
- b) Agree to work with the CBT team, with appropriate support, to develop an action plan in response to Black Lives Matters, mindful of CBT's values, responsibility as London's largest independent funder and the work of BHE's trustee, the City of London Corporation (CoLC)
- c) Agree the contribution of staff time to London's Covid-19 Strategic-Co-ordination Group, Transition and Recovery boards and related workstreams
- d) Agree to extend the pause on new applications to Bridging Divides until the end of September 2020, with the recommendations of a review being considered at your September CBT Committee
- e) Recommend that the current level of delegations in relation to grant-making is extended for a further 3 months.

## Main Report

### Black Lives Matter

1. The brutal killing of George Floyd sparked worldwide Black Lives Matter demonstrations which have again highlighted the inequalities for black people. Our chair, Dhruv Patel, made a statement on behalf of CBT through a video on social media: explaining why CBT will always stand in solidarity with, and in support of, London's BAME communities.  
<https://twitter.com/CityBridgeTrust/status/1270092093382438912>
2. CBT has always funded projects that increase support for, engagement with and equality within Black, Asian, and other minority ethnic groups (over £15M in the past 5 years). One current example is the 'Moving-On Up' programme (MoU): a partnership with the Black Training and Enterprise Group (BTEG) and Trust for London (TfL). MoU arose from research commissioned by TfL and undertaken by BTEG. This found that approximately half of all young

Black men in England and Wales live in London (c.87,000) and that the unemployment rate for this group is more than double that of young white men; and Black university graduates are twice as likely to be unemployed as their White counterparts. MoU pilots practical solutions to the inequalities in employment outcomes for young Black men:

<https://www.bteg.co.uk/movingonup/campaign> .

3. CBT is a member of the Diversity, Equity and Inclusion (DEI) Coalition. The DEI Coalition is a group of 17 UK foundations looking to improve their own and the sector's practice around diversity, equity and inclusion.
4. Inclusion and representation are two of CBT's core values but we still have much work to do to realise our ambitions in respect of them.
5. CBT draws on experience and expertise from the team, our committee and the many organisations we fund but at present we lack capacity (see below). To address this, we have engaged Dinah Cox OBE on a consultancy basis. Dinah has been CEO of local, regional and national organisations working in the communities and equalities fields; a Senior Policy advisor to government; CEO of Race on the Agenda and chair of BBC Children in Need's London & South East Advisory Committee.
6. Dinah will contribute additional strategic capacity and her first focus will be to work with the CBT team and, with your agreement, the Committee to scope and develop an ambitious CBT action plan in solidarity with Black Lives Matter, anchored in our Bridging Divides Strategy and our PACIER values. Part of this will be to provide support/challenge to our trustee, CoLC – CoLC having recently formed a 'Tackling Racism Task Force' co-chaired by two elected Members from a BAME background Caroline Addy and Andrien Meyers. All CBT Committee members will be a helpful bridge to this work and Edward Lord OBE JP, as a member of the CBT Committee and the new task force no doubt particularly so.
7. In light of the above, the CBT Committee are asked to agree to work with CBT officers and appropriate support to develop an ambitious action plan in response to Black Lives Matters, mindful of CBT's values, responsibility as London's largest independent funder and the work of BHE's trustee, the City of London Corporation.

### **Covid-19**

8. London statistics show a significant decline in the Covid-19 death rate and a relatively stable 'r' rate. The latter is under considerable scrutiny as lockdown is further relaxed. The socio-economic impacts on London's communities are profound and growing: these have significant consequences for London's voluntary and community sector.
9. Many charities and community groups are very stretched: navigating increased demand whilst adapting to new operating models and drops in income. The Greater London Authority's latest weekly survey of these groups

reports housing, unemployment, poverty, mental health, digital exclusion as being of greatest concern.

10. Members may recall that building on the work of the London Covid-19 Strategic Co-ordination Group, a new structure is now in place to oversee the Capital's Covid-19 emergency and recovery work: a Transition Management Group reporting to a Transition Board (co-chaired by the Secretary of State for Housing, Communities and Local Government and the Mayor of London) is overseeing the former; a Recovery Board (co-chaired by the Mayor of London and the Chair of London Councils) is overseeing the latter.
11. CBT continues to have significant connection to this work:
  - a. Your CGO is on both boards and co-chairs the Funders, Community & Voluntary Sector sub-group (FCVS) – this currently equates to c.20% of his time;
  - b. Your Director of Philanthropy co-chairs the FCVS and is providing strategic and senior project leadership to related work streams – this currently equates to c.80% of her time;
12. In addition to the above posts funded by BHE through CBT's budget, CoLC-funded colleagues Amelia Ehren, Claire Holdgate, Sharon Long and the Town Clerk continue to contribute some of their time.
13. The focus of your CBT officers contributing to these structures is London's Community & Voluntary Sector, particularly the impact of Covid-19 on vulnerable groups. It sits squarely within CBT's vision and mission; it draws on work CBT have funded, expertise of CBT's grantees and it will inform CBT's future work.
14. Members are therefore asked to agree to support the contribution of staff time (as above) to London's Covid-19 Strategic-Co-ordination Group, Transition and Recovery boards and related workstreams.

### **CBT Business Plan Workstream Update**

15. The table at Appendix 1 considers the six major workstreams articulated in CBT's Business Plan (also attached). Updates since last reported on 30 May 2020 are highlighted.
16. Key areas to note are:
  - a. The update on Philanthropy House (referred to in the first section of the Appendix 1 table under 'Notes');
  - b. The continued pause on receiving any new applications to Bridging Divides The continued pause on receiving any new applications to Bridging Divides (other than to the LCRF, Small Grants and Stepping Stones programmes and for continuation funding) – currently until the end of August 2020.
    - i. CBT is focusing its resources on applications made before the pandemic took grip (the pipeline) and on the LCRF. The pipeline is substantial – after this Committee meeting there will still be over £21M worth of applications in the system.

- ii. Demands on the LCRF are considerable and despite efficiency gains from successfully going entirely online the team is operating at reduced capacity because of the constraints and impacts of lock-down such as home schooling.
- iii. In light of the above, it is recommended that the pause is extended from the end of August to the end of September 2020, with a review being undertaken and its recommendations as to any further full or partial extension being considered at the September CBT Committee.
- iv. The LCRF which is considered in detail in the Strategy Paper below (non-public).
- v. The additional resources from BHE for Bridging Divides which is considered in detail in the Strategy Paper below (non-public).
- vi. The higher level of delegations afforded to the CGO and the Deputy Director of CBT were agreed for an initial 3 month period and end on 7<sup>th</sup> July 2020. It is recommended that this level of delegations is extended for a further 3 months.
- vii. In response to the context and through a contractual variation, the Wembley National Stadium Trust contract has been reduced to c.30%. Spare capacity is being directed at the LCRF.
- viii. The Bridge House Estates final draft strategy is presented for consideration later in your papers.

### **The London Community Response Fund (LCRF)**

17. Members will recall, the LCRF was launched in March 2020, jointly by the Mayor of London/GLA and CBT, each contributing an initial £1m to be administered by CBT. It has since grown to a fund of £13.5m, including a total of £6m committed by CBT (a further £5M added to the initial £1M – allocated from the agreed Bridging Divides Budget under Urgency), due to donations from across the City. Almost 1000 grants have been awarded under the initiative so far in waves 1 & 2, providing food and essential items to communities across the capital via crisis response grants, as well as grants to enable the voluntary sector to adapt its services in response to the crisis at pace and deliver them digitally, or via other alternative methods.

18. Wave 3 will launch imminently, continuing to provide crisis response funding, in addition to two new streams: Enable and Adapt. The fund distributes grants to applicants which have applied via the London Community Response, an online application portal and wider funder collaboration of which the LCRF is part, which is hosted and co-ordinated by London Funders. The wider London Community Response includes funding available from a range of funders, including the LCRF, totalling more than £23m. The strategy implications of the LCRF and further resource considerations are detailed in the Strategy Paper below (non-public).

### **Responding to the Resilience Risk initiative (RRR)**

19. Early findings from the RRR were shared at a learning event on Tuesday 19<sup>th</sup> May, during Mental Health Awareness Week. The virtual event, which was hosted by London Funders, using Zoom, was attended by 24 colleagues, primarily from the funding community, and precedes publication of the full

evaluation report for RRR scheduled for August 2020. It was timely and well-received. The event included a presentation by Alice Thornton from Renaisi, RRR evaluator; and further presentations by Jo Hensel from Guildhall School of Music and Drama about her study of students' resilience and from your officer, Julia Mirkin, Funding Manager. A panel discussion about the role of funders in supporting resilience was Chaired by Noa Burger. Panellists included Cordelia Lumley from The Listening Place; Rebecca Wilkie from the Access to Justice Foundation; Jo Hensel; Alice Thornton and your Deputy Director.

### **Members to Note**

20. Your papers today include recommendations for grants of £250,000 or less and which would otherwise be eligible to be approved under delegated authority. They are being brought to Committee as they have been completed in time to meet the deadline for inclusion. This explains why some of the report formats may differ between reports.
  
21. Mindful of the fast pace of developments, if any CBT Committee member would like any further information or has any questions arising from this paper, please do contact your CGO (contacts below) prior to or post committee.

### **David Farnsworth**

CGO

TEAMS: David Farnsworth (internal directory)

E: [David.Farnsworth@cityoflondon.gov.uk](mailto:David.Farnsworth@cityoflondon.gov.uk)

Appendix 1: CBT Major Workstreams in the Context of Covid-19

Appendix 2: Current Business Plan

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**City Bridge Trust (CBT) Major Workstreams in the Context of Covid-19 (to be read alongside the CBT Business Plan 2020-2021 – see below table) (as at 28 June 2020))**

Major Workstream	Priority	Action Needed	Lead	Notes
<p><b>1.</b> 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 London, the UK and internationally</p>	<p>Focus on role modelling: through Bridging Divides &amp; collaboration with other funders and volunteering bodies</p>	<p>See 2</p>	<p>FR plus specific leads identified in 2 below</p>	<p>Philanthropy House (PH): In January 2020, CASC &amp; associated committees paused the refurbishment of 20/21 Aldermanbury and agreed to a commercial letting of 21 Aldermanbury to a meanwhile workspace management company pending greater clarity on the optimal long term appropriate use of that property. Having ascertained that the Anchor Partners for the PH project were not interested in renting space within the building on a meanwhile basis (owing to commitments under their current lease at Toynbee Hall), your Officers have been working with City Surveyors to explore the commercial viability of another property within the BHE portfolio as alternative sites for PH. This is subject to input from architects who are currently scoping the expansion potential of this property.</p> <p>The assumptions underpinning business modelling to date will need</p>

Major Workstream	Priority	Action Needed	Lead	Notes
				to be revisited in light of the significant impact of Covid-19 on the commercial rental market and then applied to this alternative building. We will update this committee with the findings once they are available
2. Implementing the 2018-2023 Bridging Divides Funding Strategy through spending the charitable funding budget in full and making the most of our non-financial assets and those of our Trustee.	Existing portfolio of grantees	<p>Remaining unrestricted payments to organisations with less than £500k turnover have been made.</p> <p>Flexibility to be maintained in approach to all current grantees allowing grant variations on a case by case basis (including possibility of core funding and additional funding for Funder Plus Support)</p> <p>FAQ's to be kept up to date on website</p>	<p>SN</p> <p>Funding Managers (FMs)</p> <p>CM</p>	<p>Complete</p> <p>CBT to offer all organisations currently in receipt of a Bridging Divides grant for revenue (including Small Grants) the opportunity to use up to the next 12 months of that funding towards core costs. Organisations can opt to use less than 12 months. The grants will remain restricted as the formal offer will be <i>“for core costs to support charitable activity for the benefit of Londoners”</i>. (Some operational guidance is provided at the end of this document)</p>
	Applicants whose applications are	FMs to complete assessments against the Covid-19 context and consider flexible solutions to include the offer of up to 1 year's	FMs	



Major Workstream	Priority	Action Needed	Lead	Notes
	currently being assessed by FMs	core cost money (as described above) and then following years as project funding with a check in at a reasonable point to see how the proposed project may need to change. Any grant awarded, including the core offer, to be backdated to commence from April 2020 if the group wishes.		
	Applicants whose applications are waiting to be sifted & allocated	Regular sifts of applications ongoing – with continuation requests identified and prioritised.  Applications to be allocated across FM team bearing in mind the potential increased time commitment from CBT to LCRF & individual circumstances of FMs.	Funding Directors (FDs)  FDs	
	Applicants who have partially completed applications	Maintain current position of considering completed applications as and when submitted, with reference to the notes in the business plan regarding the assessment process and considerations of core funding as described above.	FDs/FMs	
	Potential applicants who have not started applications	The pause on new applications (other than to the LCRF) extended until the end of August 2020, subject to monthly review	DF/JF in consultation with Chair & Deputy	Recommendation to CBT Committee to extend the pause until the end of September with a review at the September CBT Committee
	LCRF	Decision as to whether the resources needed to distribute the funds will be funded from the LCRF, in line with the provision in the Trust	DF/JF	Dedicated LCRF Manager appointed and additional resources directed to LCRF

Major Workstream	Priority	Action Needed	Lead	Notes										
		Deed & if so at what level constitutes 'reasonable costs'		'Reasonable costs' decision to be arrived at following further work to present options										
		Additional £10M of funding for the LCRF from additional National Government monies promised to the charity sector and routing through the National Lottery Community Fund to be agreed		Panel approval secured but as yet not signed off by Government – negotiations on-going										
		Additional funding from the existing Bridging Divides budget to be allocated to the LCRF towards Wave 3 – next proposed tranche subject to CBT Committee agreement following consideration of implications for Bridging Divides budget (see non-public CBT Committee Paper)	DF/JF in consultation with CBT Committee	<p>As of 24/06/2020, the position with LCRF is as follows:</p> <table border="1"> <tr> <td>Total Income</td> <td>13,559,418</td> </tr> <tr> <td>Total Expenditure</td> <td>13,561,914</td> </tr> <tr> <td>Grants Revoked</td> <td>66,383</td> </tr> <tr> <td>Balance (to be c/f to W3)</td> <td>63,890</td> </tr> <tr> <td></td> <td></td> </tr> </table> <p>LCRF has finished dealing with Wave 2 applications and is preparing for the launch of Wave 3. It is proposed that an additional £5m is allocated from the Bridging Divides budget towards this next phase.</p>	Total Income	13,559,418	Total Expenditure	13,561,914	Grants Revoked	66,383	Balance (to be c/f to W3)	63,890		
Total Income	13,559,418													
Total Expenditure	13,561,914													
Grants Revoked	66,383													
Balance (to be c/f to W3)	63,890													
	Additional resources from	Initial analysis of what proportion (if any) should be specifically ear-marked for Covid-19 response (both health crisis and the	DF/JF with full team input & in	.										

Major Workstream	Priority	Action Needed	Lead	Notes
	BHE for Bridging Divides	consequences of a potential longer-term economic downturn)	consultation with CBT Committee	
<b>3.</b> 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	Existing portfolio	Management of portfolio to continue with flexibility being shown	TW/HD	
	Pipeline/new investments	Expected to slow / stop naturally as a consequence of market activity, but to remain open for suitable opportunities	TW/HD	
	Stepping Stones/small loan facility	To remain open for organisations who wish to explore resilience and recovery projects.		
	Developmental work of City Bridge Invest	Mindful of the BHE Review, and the capacity limitations (across CBT/Legal/Finance), progress will be with reference to the current crisis and efforts to rebuild a resilient sector.	TW/ HD in discussion with relevant colleagues	
<b>4.</b> Delivering the Central Grants Programme (CGP)	CGP	Applications continue to be received and processed by the CGP.	JJ	

Major Workstream	Priority	Action Needed	Lead	Notes
and Wembley National Stadium Trust (WNST) contract to an excellent standard		Community Infrastructure Programme to be repurposed and used flexibly in light of context. To include helping sector to rebuild capacity.		
	WNST	Support to continue to WNST at reduced level (see notes)	SG/DF/SN	Contractual variation agreed with WNST Trustees to scale back delivery of the contract to c.30%. Spare capacity being directed to LCRF.
<b>5.</b> Implementing a Learning & Impact Strategy and communications plan to underpin and increase the impact of all our work	Learning & Impact	Continue to deliver work to embed an impact, evidence and learning approach, to support the development of a values & learning culture; support work to capture learning from Covid-19 response. Development of an organisational approach to impact data.	JG/RF	2 <sup>nd</sup> year Learning Partner report on the delivery of Bridging Divides being finalised for sharing with CBT Committee.
	Communications	Support to be focused on communications specific to the Covid-19 response (including keeping website FAQ's up to date)  Supporting the Strategic Comms sub-group of the LCR	CM	
<b>6.</b> Progressing the review of charities, including Bridge House Estates	Charities Review	Existing workstreams only to be progressed in so far as there is any spare legal/financial capacity	AP/KA	

Major Workstream	Priority	Action Needed	Lead	Notes
	Bridge House Estates (BHE) review	Work streams continuing in so far as there is available capacity	DF/KA/AE	BHE final draft strategy included in CBT's July committee papers and other relevant committees over the next 3 months.

Operational guidance in relation to Section 2 above

- a) Requests to take advantage of the option to convert some of the grant to core costs will be discussed with the Funding Manager and recorded on BBGM as an agreed variation.
- b) For applications under assessment and yet to be approved, Funding Managers will discuss this offer with all applicants during the assessment process, and present funding recommendations for approval with some commentary on whether or not the organisation wished to take advantage of the 12-month core funding
- c) At the end of the period of core funding, organisations will have the opportunity to revise the delivery plans developed pre-Covid, and agree these with us on a case by case basis, or could choose to retain the existing focus of their funding if they prefer.
- d) We will offer guidance notes to avoid pitfalls such as funded staff members being furloughed (and therefore financially disadvantaged) because the funded organisation wants to use all of the grant towards core costs
- e) We will adopt a proportionate, light touch, approach to monitoring: ask organisations adopting the core funding offer to report on exactly what the funds supported; how there was London benefit; and how the flexibility underpinned their sustainability and effectiveness.
- f) Funding Managers would discuss core funding approach with all pending applicants during the assessment process, and would present funding recommendations for approval with some commentary on whether or not the organisation wished to take advantage of the (up to) 12-month core funding with a 9 month review (or at other appropriate time) built in to see how any proposed project funding may need to change in relation to the context at that time.
- g) With regard to Strategic Initiatives, given these extraordinary times, these can still be considered. However, in the circumstances, our priority should be around responses to the crisis/post-crisis recovery .

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### 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 an 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	



<b>Committees:</b>	<b>Date</b>
City Bridge Trust Planning and Transportation	8 July 2020 14 July 2020
<b>Subject</b> Bridge House Estates Strategy: <i>Bridging London, 2020 – 2045</i>	<b>Public</b>
<b>Report of</b> David Farnsworth, Chief Grants Officer and Director of City Bridge Trust	<b>For information</b>
<b>Report Author</b> Amelia Ehren, BHE Project Manager	

## Summary

This report presents the proposed final version of the Bridge House Estates (BHE) Strategy: *Bridging London, 2020 – 2045*. The strategy represents an exciting moment in BHE’s long history, providing a framework for all of the charity’s activities and outlining the collective impact it wishes to have through its primary and ancillary objects. It also sets out a new vision for the charity which that ‘every person in London becomes truly connected’ and outlines three new aims to be: catalytic, sustainable and impact driven.

The paper also sets out the next steps required to progress the approval and implementation of the strategy. It seeks Members’ endorsement of the strategy, subject to any feedback received being incorporated, for onward approval by Policy & Resources Committee and the Court of Common Council, for the City Corporation as the sole corporate Trustee of the charity.

## Recommendations

Members are asked, acting in the charity’s best interests for the City of London Corporation as Trustee, to:

- i. Endorse the proposed final version of the BHE Strategy, subject to any feedback received being incorporated, for onward approval by the Court of Common Council; and
- ii. Note the proposed next steps for the Strategy’s delivery.

## Main report

### Background

1. BHE is currently the 7<sup>th</sup> largest charity in the UK in terms of asset valuation. The City of London Corporation (City Corporation), acting by the Court of Common Council, is the charity’s Trustee, with the administration of BHE being undertaken in accordance with the charity’s various governing documents, and the City Corporation’s usual procedures and governance framework.
2. The “primary object” of BHE is to maintain and support the five bridges crossing the River Thames – London Bridge, Blackfriars Bridge, Southwark Bridge, Tower

Bridge and Millennium Bridge. A cy-près scheme of 1995 permits income surplus to that required for the bridges to be used for broader, and more general, charitable purposes within Greater London (“the ancillary object”). Any available income surplus is distributed through a policy approved by the Court of Common Council and notified to the Charity Commission, following considerable consultation with external and internal stakeholders. The current such policy is ‘Bridging Divides’ delivered by City Bridge Trust (CBT), the charity’s “funding arm”.

3. As part of the BHE Strategic Governance Review, which was initiated to assess how the governance of BHE could be enhanced, it was identified that there was a need to develop a new overarching strategy for BHE, with the purpose of providing a framework for the advancement of both the charity’s primary and ancillary objects.

### **Current position**

4. In late 2019, work began on the development of a BHE overarching strategy which has been led by the BHE Project Manager, in conjunction with the Chief Grants Officer & Director of CBT. The thinking and ambition of the scope, purpose and measures of success of the proposed Strategy, attached at **Appendix 1**, have also been developed in consultation with the BHE officer Task & Finish Group, other key officers within the City Corporation, and with the Chairs and Deputy Chairs of Committees that have responsibility for the discharge of BHE functions.
5. The Strategy seeks to provide a framework for all of BHE’s activities and outlines the collective impact the charity seeks to achieve through the charity’s maintenance and support of the five Thames bridges, and through its further charitable funding activities delivered in the name of CBT. The proposed Strategy highlights BHE’s commitment to London and Londoners through its newly defined vision towards a future where *‘every person in London becomes truly connected’*. By this, the charity means it wants to see a flourishing society where people are physically connected by world-class sustainable bridges and connected socially and digitally through thriving communities that have access to a diversity of social, cultural and economic opportunities. Ultimately, the Strategy outlines the positive and sustainable role that BHE intends to have in bridging and connecting London, for the benefit of Londoners today and generations to come.
6. The vision, aims and length of the proposed Strategy articulate a high level of ambition for the charity, which is built upon all that BHE has learned and achieved over its more than 900-year history and through its relationship with the City Corporation as its Trustee. The benefits of BHE having the City Corporation as its sole Trustee have been recognised in the development of this Strategy and will be central to its implementation.

### **Next steps**

7. Members are asked to review, discuss and endorse the proposed final version of the BHE Strategy: *Bridging London* at **Appendix 1**, for onward approval by the Policy & Resources Committee and the Court of Common Council for the City Corporation as Trustee of the charity. Any feedback received today will be

incorporated before the Strategy is presented for approval, following the timetable set out below.

<b>Committee</b>	<b>Date</b>	<b>Purpose</b>
Policy & Resources	24 September 2020	For decision
Court of Common Council	8 October 2020	For decision

8. It is the intention that a high-level implementation plan will also be presented alongside the proposed final version of the Strategy to the Policy & Resources Committee and the Court of Common Council. This will outline the steps that will be taken in the first year of the Strategy in pursuit of the aims and vision and will include high-level measures. The high-level implementation plan will also include details of how the Strategy will be communicated effectively both internally and externally.
9. If the Strategy is approved, further time and resource will be dedicated to further develop a more detailed implementation plan for the Strategy. For example, this will include details of the review cycle that will be implemented over the course of the 25-year strategy, to ensure that the Strategy remains relevant and aligns with the development of CBT's funding strategy which is reviewed every five years.

### **Corporate and Strategic Implications**

10. A charity of the size of BHE would be expected to have in place an over-arching strategic plan for the charity's administration and vision. This proposed Strategy, which is before Members for consideration, therefore achieves one of the objectives of the BHE Strategic Governance Review, namely, to enhance the governance of the charity and to align it with best practice in the sector. The Strategy sets out a framework for all of BHE's activities and is supported at an operational level by several of the charity's other existing strategies and plans, including its: Bridge Replacement Strategy, 50-year Bridge Maintenance Plan, charitable funding strategy 'Bridging Divides', Philanthropy Strategy and the developing BHE Investment Strategy.
11. The Strategy is also supportive of, and supported by, the vision set out within the City Corporation's Corporate Plan (CP) for 2018-23 and reinforces the CP Outcomes 3, 4, 5, 9, 11 and 12 as these are considered by officers to be aligned with outcomes which are in the best interest of the charity to support. Similarly, the BHE Strategy is also supportive of, and supported by, a number of the City Corporation's strategies including the Responsible Business Strategy 2018-23 and the developing Climate Action Strategy.
12. Any learning and/or synergy between the City Corporation's own strategies, and those of BHE, will continue to be explored as relevant to the charity's own objects and activities, and always having regard to what it is in the charity's best interests.
13. Security implications: there are no direct security implications for this overarching Strategy.

14. Financial implications: funding for the development of the Strategy is within already allocated resources. Financial resources may be required to implement certain actions outlined in the proposed Strategy. Where appropriate, it is proposed that funding for key activities in the first year of implementation are met by the BHE Strategic Review Fund. Any future funding requirements in support of the 25-year Strategy will be considered as part of the regular budget setting process.
15. Equalities and resources implications: A test of relevance was conducted and indicated that a full EQIA was not needed.

## **Conclusion**

16. Members are asked to endorse the proposed BHE Strategy: *Bridging London* at **Appendix 1**, for onward approval by the Court of Common Council for the City Corporation acting in its capacity as Trustee of the charity. The Strategy is a key outcome for the BHE Strategic Governance Review, which will support the charity in enhancing and demonstrating its impact and reach across London, by working towards its vision of a future where *'every person in London becomes truly connected'*.

## **Appendices**

- Appendix 1 – BHE Strategy, Bridging London 2020 – 2045.

### **Amelia Ehren**

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# **Bridge House Estates Strategy: *Bridging London* 2020 - 2045**

Charity no: 1035628

*Author: Amelia Ehren, BHE Project Manager*



## Foreword

On behalf of Bridge House Estates (BHE)<sup>1</sup>, we are delighted to share the charity's new 25-year strategy, *Bridging London*. This strategy represents an exciting time in BHE's long history, providing a framework for all of the charity's activities and outlining the collective impact it seeks to have, firstly through its maintenance and support of five of London's most iconic Thames bridges (Tower Bridge, London Bridge, Southwark Bridge, Millennium Bridge and Blackfriars Bridge) and also through its further charitable funding and activities, aimed at tackling inequality and disadvantage across Greater London.

Over more than 900 years, BHE's role and value in supporting London's physical and community infrastructure has remained integral to London – even as the City of London, and Greater London itself, has been transformed. The charity's bridges are significant and iconic landmarks; whilst they may just be bridges to some, they are so much more to millions of people in London, the UK, and beyond. They are hubs of connectivity, enabling people, ideas and information to move across physical, virtual and digital boundaries. They are part of London's communities and culture. They are symbols of London's history and beacons for its future. Beyond its support for the bridges, in the last 25-years, BHE has also supported Londoners experiencing disadvantage and marginalisation to thrive through the distribution of over £400m of charitable funding, delivered in the name of City Bridge Trust. BHE has always existed, and continues to exist, for the benefit of London and is anchored by the needs of London's communities – whom it inclusively defines as anyone that is in the capital at any given moment in time, whether living, working, learning or visiting there<sup>2</sup>.

Recent events, such as the COVID-19 pandemic and the unprecedented impact this has had on the charity sector, across the UK and around the world, have shone a spotlight on the value and importance of community cohesion and resilience. BHE's role, therefore, is more important than ever in bridging London, both in providing world-class infrastructure across the River Thames and in supporting those causes at the heart of London's communities that enable strong social connections. The charity recognises there will be more testing times ahead, but by drawing on the learning from challenges it has faced, such as the devastating terrorist attacks in 2017 and 2019 on and near London Bridge, it will be better prepared to work, proactively and responsively, towards its vision of a truly connected London. BHE's ability to respond to such challenges is supported by its central ethos of collaboration and partnership-working with others.

*Bridging London* is the result of an in-depth review focused on enhancing the charity's governance, in order to ultimately increase its impact and reach. The review presented BHE with the opportunity to reconsider its future strategic direction and better articulate why it does what it does. BHE will use this strategy to better communicate its story and increase the awareness and understanding of its vision and dynamic impact.

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<sup>1</sup> Throughout the strategy, the terms 'we' and 'our' have been used in place of 'Bridge House Estates' [or the City Corporation as Trustee of Bridge House Estates] unless otherwise stated.

<sup>2</sup> BHE charitable funding, delivered through City Bridge Trust, is for the benefit of the inhabitants of Greater London only.

We hope that this strategy, and BHE's commitment to make it a reality over the next 25-years, will inspire others to join in striving to achieve the charity's vision where *'every person in London becomes truly connected'*.

*[Signed by the Lord Mayor and Chief Grants Officer & Director of City Bridge Trust]*

## **Our background**

BHE is an historic charity, with its origins lying in ancient bequests of property made over 900 years ago to support and maintain London Bridge in perpetuity. The fund was only permitted to be spent on the maintenance or support of London Bridge, or on replacing it when it became unfit for purpose; although in more recent centuries the charity's objects were widened, and specific powers granted, to allow it to maintain and support additional bridges. BHE has since been administered by the City of London Corporation (City Corporation), which is the charity's corporate Trustee, acting by the Court of Common Council – the organisation's primary decision-making body, consisting of 125 elected Members.

Through the City Corporation's responsible stewardship and governance of the charity, BHE is able to effectively fulfil its charitable objects to this day. Our primary object is to maintain and support five bridges crossing the River Thames. In 1995, our charitable purposes were widened so that after the responsibilities relating to the bridges have been met, we can use any surplus income for the provision of transport for elderly or disabled people in the Greater London area and/or for other charitable purposes for the general benefit of the inhabitants of Greater London. This is known as our 'ancillary object' and activities undertaken in support of this are primarily delivered in the name of City Bridge Trust (CBT) – which is described as our 'funding arm'. Through the activities of CBT, we are London's largest independent funder, currently distributing around £25 million in grants each year to charitable causes across Greater London.

The ability to meet the charity's primary object over the past 900 years, and more recently the ancillary object, has been enabled by the responsible management of our permanent endowment and financial assets. The level of capital growth and income generated, most notably through the rental income from our investment property portfolio, together with the strong performance of our financial investment portfolio, has enabled us to first and foremost meet the needs of the bridges and then to go further to deliver expansively on our 'ancillary object' for the benefit of Londoners.

This focus on London and Londoners has always been at the heart of what we do. We adopt an inclusive definition of Londoners, meaning anyone that is in the capital at any given moment in time – whether living, working, learning or visiting there. Whilst much has changed over the centuries since we were established, we continue to reach out across the capital in many important and diverse ways, anchored in supporting the needs of London and its communities.

Our bridges act as gateways to the City of London (also known as the 'City' or 'the Square Mile') and play a vital role in London's infrastructure – strengthening its character, capacity and connections. Our bridges are also celebrated as important assets, contributing to London's unique sense of place and status as a world-class city. Each and every day, the bridges provide safe passage for tens of thousands of

people crossing the Thames, either by foot or vehicles, whilst offering some of London's most spectacular and unique views. The bridges not only provide physical connections, but also digital connections by supporting London's telecommunications infrastructure – providing City businesses with unparalleled connectivity, speed and resilience. In recent years, the bridges have also played host and neighbour to a number of cultural projects aimed at connecting, celebrating and capturing the spirit of the Thames and its diverse communities, as well as the Thames Tideway Tunnel which aims to clean up the river for the benefit of London.

The iconic, world-renowned, Tower Bridge recently celebrated its 125<sup>th</sup> year anniversary and continues to strengthen London's cultural, heritage and learning offer. In 2019, Tower Bridge attracted over 800,000 visitors and engaged with nearly 4,000 people through its dynamic learning and community outreach programmes. Tower Bridge is to this day considered an engineering marvel and is arguably one of the most famous and instantly recognisable structures in the world.

Over the last 25 years in delivering our ancillary object, we have further demonstrated our reach and impact beyond the needs of the bridge, through our charitable funding and activities delivery primarily by CBT. Our funding is aimed at improving the lives of Londoners – by working to reduce inequality and foster stronger, more resilient and thriving communities in pursuit of a London that serves everyone. Since 1995, through CBT, we have distributed over £400m of charitable funding across London supporting those most in need and have remained a stable anchor for Londoners.

## **Introduction**

This strategy sets out our vision and aims and outlines our approach to achieving our ambitions over the next 25-years. We are pleased to take a long-term view with our new strategy, showing our commitment to supporting London now and in the future. We are able to do this because this strategy is built upon all that we have learned and achieved over our long 900+-year history and through our Trustee's unique and historic role at the centre of a thriving and outward-looking London served by the charity.

Our charitable objects clearly state 'what' we will do as a charity, but the purpose of this strategy is to clearly outline 'why' we do what we do through the articulation of our new vision, and 'how' we will achieve this through our aims and actions.

This strategy provides a framework for all our work and is supported at an operational level by several other strategies and plans, including our: Bridge Replacement Strategy, 50-year Bridge Maintenance Plan, charitable funding strategy '*Bridging Divides*', Philanthropy Strategy, and Investment Strategy. This strategy is also supportive of, and supported by, the vision set out within our corporate trustee's, the City Corporation's, Corporate Plan for 2018-23 of a '*vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK*'. Throughout the lifespan of this strategy, we commit to delivering in-depth reviews of our work and strategies to help ensure that we achieve our vision, continue to learn, and are responsive to the needs of the time.

Ultimately, this strategy outlines the positive and sustained role that we intend to fulfil in bridging and connecting London, for the benefit of Londoners today and generations to come.



## Our strategy

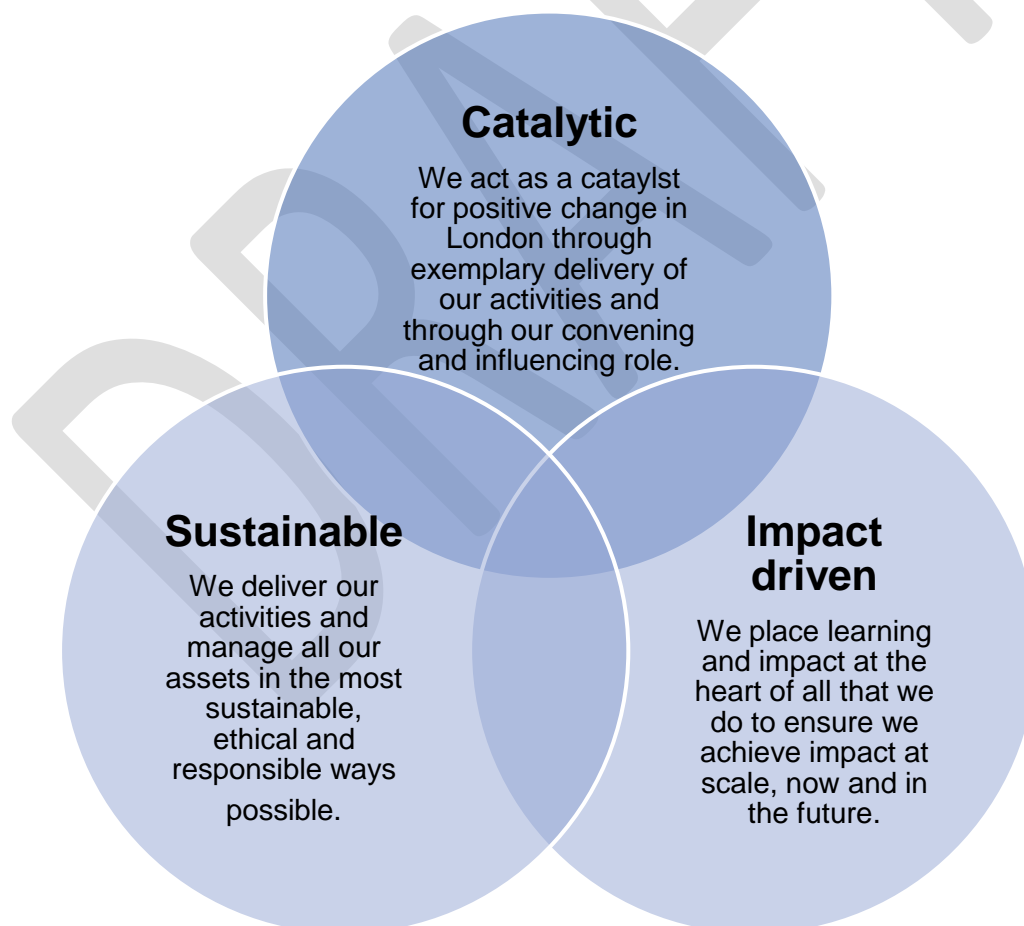
### Our vision is that...

*'Every person in London becomes truly connected'*

Our vision outlines the change we want to see and explains why we do what do. We want to see a flourishing society, where every person in London is truly connected - physically by world-class sustainable bridges, and connected socially and digitally through thriving communities that have access to a diversity of social, cultural and economic opportunities.

### Our aims

Our longevity, diverse charitable purposes, large asset base and historic relationship with our corporate Trustee (the City Corporation), place us in a unique position to achieve our vision. To do this, we will deliver upon our charitable objects by supporting and maintaining our five Thames bridges, and through using any available surplus income to advance our more general charitable purposes. We will meet these objectives by taking a values-led approach of aiming to be a charity that is:



## **What we will do**

This section outlines the next steps that we will take to achieve our vision and aims. We commit to reviewing these actions on a regular basis to ensure that they are bringing us closer to the impact we wish to achieve and the change we want to facilitate in bridging London.

## **Be catalytic**

In an ever-changing society, we must ensure that we remain relevant and find new ways of working to deliver positive change for London and Londoners. At the same time, we recognise that the goal of a truly connected London is not just ours and that there are many other stakeholders and organisations working towards a similar vision, whom we will strive to bring together and work in collaboration with to catalyse change.

To achieve our aim of being catalytic, we will:

- Keep our internal governance structure under review to ensure that we operate effectively and efficiently, and in accordance with charity good governance best practice.
- Deliver world-class bridge engineering management services for all five of our bridges.
- Utilise our expertise in charitable funding to support a reduction in inequality in London and to foster stronger, more resilient and thriving communities.
- Build, sustain and leverage partnerships in order to catalyse greater levels of giving across London.
- Contribute to contemporary debates within the charitable sector on the complex social challenges facing Londoners and amplify the voices of marginalised people and communities in these discussions.
- Take a 'total assets' approach, drawing on our expertise and networks, and that of our Trustee (the City Corporation), across the private, public and charitable and community sectors.
- Demonstrate thoughtful leadership, by using our influence and partnerships to convene others around shared aspirations; whilst at the same time championing diverse perspectives and finding solutions that bring the two together.
- Nurture and tell real stories of change and share our knowledge, learning and progress with others.

## **Be sustainable**

We will place sustainability at the heart of everything we do, with the aim of achieving lasting sustainable impact. By this we mean managing our financial assets in a responsible manner, which enables us to deliver activities, for the bridges and through CBT, that produce positive social, environmental and economic impacts for our beneficiaries which can be maintained in the long-term.

To achieve our aim of being sustainable, we will:

- Reduce our environmental harm and protect all our assets through better use of our resources and increase our positive impact through greening, advocacy and influencing – working towards being net carbon neutral by [x]<sup>3</sup>.

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<sup>3</sup> This target date is currently being worked through to align, where appropriate, with the target set out in the City Corporation's Climate Action Strategy that is currently being developed.

- Champion responsible investment and manage our investments in alignment with our values and the UN Sustainable Development Goals.
- Work with our supply chain to maximise social value, minimise environmental harm and strive to ensure the ethical treatment of people throughout our supply chains.
- Responsibly manage our bridges and investment property portfolio to the highest sustainability standards possible, without detracting from delivery of the financial returns required to fulfil our charitable objects.
- Enhance the resilience of our physical infrastructure assets to adapt to future climate conditions.
- Embed employment practices through our Trustee which reflect the values of the charity and which create and champion equality, diversity and inclusion.
- Through the work of CBT and working with our networks, fund and encourage work that supports environmental education and responsibility, especially relating to climate action, air quality and clean water.

### **Be impact driven**

We will work towards ensuring everything we do has the strongest and most positive impact possible. We will focus our efforts where the need is greatest, in order to make a lasting impact for the benefit of Londoners now, and for generations to come. We will also draw upon the reach of our corporate Trustee, which extends across sectors and far beyond the Square Mile's boundaries, to achieve maximum impact for our beneficiaries and provide leadership in best practice for the voluntary and community sector across London, the UK and beyond.

To achieve our aim of being impact driven, we will:

- Keep the governance and powers of the charity under review to ensure they enable and support the charity's effective administration.
- Contribute to higher impact and higher value philanthropy through our role modelling in London and our support and awareness-raising in the UK and internationally.
- Undertake philanthropic collaborations to generate positive impact within London, which our partners can extend nationally and internationally.
- Lead the development of the UK as a global centre for social investment and help to grow the market.
- Provide an inclusive and high-quality cultural and learning offer on Tower Bridge.
- Promote, enhance and celebrate the heritage and cultural value of our bridges.
- Grow our learning culture and become more evidence-based and data driven to improve our methods and solutions, and consistently work to improve our practice.
- Deepen our understanding of what we are achieving through continuous monitoring and evaluation.

### **Defining success**

Delivering on this strategy will help us to communicate our vision and aims more powerfully, so that our role and heritage is valued and understood by our beneficiaries, and other audiences. We see success as building on our achievements and delivering our aims to become a charity that is a:

## World class

Bridge  
owner

Charitable  
funder

Responsible  
leader

We want to amplify our reach and impact to a world class level as, ultimately, we want our work to make the most positive impact possible in bridging London's physical and community infrastructure. We aim to position ourselves as a consistently credible champion for London and Londoners, working towards achieving our vision where *'every person in London becomes truly connected'*.

Our successes will be defined both quantitatively in terms of reaching and exceeding set targets in the context of the management and conservation of world-class bridges, and in terms of the delivery of our charitable funding activities and role-modelling of high impact and high value philanthropy; and qualitatively in the context of setting new standards in being catalytic, sustainable and impact driven. For us, success will also be achieved by having an investment portfolio that is aligned with our aims and embedding a learning culture to ensure we continually reflect and improve our practices. Such measures in pursuit of our vision and three core aims will be designed during the implementation phase of this strategy, and progress against them will be shared in regular evaluation reports.

### **Conclusion**

This strategy represents an exciting opportunity for us to demonstrate our commitment to London. *Bridging London* highlights the role we will continue to play in connecting the capital through support of London's physical and community infrastructure and signals the type of charity that we wish to be.

Making this strategy a reality will require us to build upon our successes to-date but also to learn, evaluate and model new innovative ways of working to achieve our charitable objects, and to deliver sustainable impact for our beneficiaries, over the long term. We recognise that achieving our vision and aims will not happen overnight, but we are committed to sharing our progress over this exciting 25-year journey as we continue to bridge London and work towards a future where *every person in London becomes truly connected*.

# Agenda Item 7

<b>CBT Committee</b>	<b>Dated:</b>
City Bridge Trust	8 <sup>th</sup> July 2020
<b>Subject:</b> Grants Budget and Applications today	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Emma Horrigan, Data Analyst and 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. 47 Bridging Divides grant recommendations are brought to your July meeting, with 13 grant recommendations for your decision today (see section 8 of today's papers). 34 grants are to be noted as approved by delegated authority since your last meeting under the new temporary thresholds agreed in March to support the business of the Trust through the current period. These approvals do not include grants agreed as part of the London Community Response Fund.

<b>Action</b>	Bridging Divides	
	Nº	£
Grant recommendations for today's decision	13	2,269,520
Approved by delegated authority (£0 to £250k)	34	3,364,210
<b>Total</b>	<b>47</b>	<b>5,633,730</b>

2. A further 11 applications are either recommended for rejection or have been withdrawn by the applicant (sections 9a and 9c of today's papers).

<b>Action</b>	Nº
Recommended for rejection	8
Withdrawn & lapsed (to note)	3
<b>Total</b>	<b>11</b>

3. There are 2 new variations to grant awards to report at today's meeting.
4. Table 3 shows the implications of today's recommendations against your 2020/21 grants budgets. If you approve all of the grants recommended today you will have £3,771,222 remaining of your year 3 (2020/21) Bridging Divides budget allocation, once variations and designated funds are accounted for.
5. Today's papers include the grants awarded as part of the London Community Response Fund (LCRF). This fund has been established by the City of London Corporation through its charity, Bridge House Estates. City Bridge Trust and the Greater London Authority, among other funders, have contributed to this Fund. The 849 grants for a total of £12,424,161 included in

today's paper comprise 90 'wave 1' grants, 755 'wave 2' grants and 4 strategic grants. Further details are in the Chief Grant Officer's report. This is a fast-moving programme and officers will be able to advise of the live grant spend figure at the time of your meeting.

In response to Covid-19 we have invited 385 current Bridging Divides grantees to convert a proportion of their current grant funding from specific project funding to core cost funding (e.g. supporting wages, rent and bills) for up to a year. The aim was to enable them to direct funding to where they feel it's most needed to provide a lifeline to help them get through the crisis. The invitation was sent out on 9<sup>th</sup> June and we have already converted 29 grants worth £600k with many more expected over the coming weeks (we can provide a verbal update on progress at Committee). This initiative follows your decision in March to help smaller organisations with additional one-off unrestricted grants to offset their loss in earned income and illustrates the Trust's commitment to being adaptable, flexible and supportive of the sector. Core cost funds underpin the essential operational activities of an organisation and are often hard to raise yet crucial to sustainability. Grantees have commented:

"this is a lifeline for us"

"we really appreciate this City Bridge Trust giving us this opportunity"

6. For information Table 3 also shows your Anniversary Infrastructure Programme budget (Cornerstone and Bridge Fund).

<b>Table 3: Overall spend against 2020/21 total grants budgets</b>							
	Bridging Divides		Cornerstone and Bridge Fund		London Community Response Fund		Total
		£		£		£	£
<b>Budget</b>							
2019/20 designated fund				1,164,390			1,164,390
2019/20 additional allocation spend <sup>1</sup>		(9,558,354)		0			(9,558,354)
2020/21 budget <sup>2</sup>		14,000,000		0		13,559,418	27,559,418
Grants uplift		8,333,333		0			8,333,333
<b>Total budget</b>		<b>12,774,979</b>		<b>1,164,390</b>		<b>13,559,418</b>	<b>27,498,787</b>
Grants awarded to date in 2020/21	3,210,267		0		559,642		3,769,909
Funds designated but not yet awarded <sup>3</sup>	171,010						171,010
Less 2020/21 variations to date <sup>4</sup>	0		0		0		0
Net grant commitments 2020/21 to date		3,381,277		0		559,642	3,940,919
Remaining budget 2020/21		<b>9,393,702</b>		<b>1,164,390</b>		<b>12,999,776</b>	<b>23,557,868</b>
<b>Today's meeting</b>							
Grant commitments		5,633,730		0		12,424,161	18,057,891
<b>Today's meeting total</b>		<b>5,633,730</b>		<b>0</b>		<b>12,424,161</b>	<b>18,057,891</b>
Less today's variations	(11,250)		0				(11,250)
Remaining budget 2020/21 after today's meeting		3,771,222		1,164,390		575,615	5,511,227

Jemma Grieve Combes, Head of Impact and Learning

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1. This figure was updated from the March Committee figures with 2 variations and 1 grant made between the meeting and the financial year end (£20k small grant for E17 Puppet Project).
2. £6m of the BD budget was transferred to the London Community Response Fund. The remainder of the LCRF includes contributions from the GLA (£5m), Paul Hamlyn (£500k), other organisations and 1 individual. Please note that the LCRF total sum includes operational costs and other expenditure yet to be deducted so is not all available for grants
3. Remainder of £155,925 agreed at your March 2019 meeting towards the Responding to the Resilience Risk Pilot (£21,010 remaining grant spend) and £180k towards the core funding programme of work approved at your November 2019 meeting
4. Variations are write-backs and revocations to active grants that result in amounts being returned to the Trust.



# Bridging Divides Eligibility Criteria

<ul style="list-style-type: none"> <li>• Registered charity</li> <li>• Registered Community Interest Company</li> <li>• Registered Charitable Incorporated Organisation</li> <li>• Registered charitable industrial and provident society or charitable Bencom</li> <li>• Charitable company</li> <li>• Exempt or excepted charity</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue grants cannot amount to more than 50% of an organisation's turnover/income in any one year</li> <li>• 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</li> <li>• Grants must benefit inhabitants of Greater London</li> </ul>
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## Bridging Divides Programmes

### Connecting the Capital

- Capacity building support for civil society organisations
- Supporting Philanthropy
- Voice and leadership
- Place-based giving schemes
- Growing, greening and environmental projects
- Eco-Audits
- Arts, sports, health and/or well-being projects for Deaf and disabled people.
- Arts, sports, health and/or well-being projects for older people
- Access improvements to community buildings

### Positive Transitions

- Specialist support services working with children and young people
- Support for migrants and refugees to access mainstream services and widen participation in the community in which they live
- Specialist support services for Deaf and disabled people to increase choice and control in their lives
- Specialist support services for older people, including people with dementia, to increase choice and control in their lives
- Survivors of domestic and sexual abuse; modern day slavery; trafficking; or hate crime
- Ex-offenders leaving custody or serving community sentences
- 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

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

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	<b>8<sup>th</sup> July 2020</b>
<b>Subject:</b> Grants of over £250,000 for approval	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Decision</b>
<b>Report author:</b> Scott Nixon, Head of Director's Office	

## Summary

This report advises members of funds recommended for approval for amounts of over £250,000. 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 over £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](mailto:Scott.Nixon@cityoflondon.gov.uk)

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

No.	Ref	Grantee Organisation	Original Amount Requested	Programme Area	Funding Manager	Location of Organisation	Amount Recommended for Approval	Grant Duration (months)
<u>Bridging Divides</u>								
1	15865	Inclusion Barnet	£296,504	Connecting the Capital	Ciaran Rafferty	Barnet	£284,000	60
<i>Total Bridging Divides (1 item)</i>			£296,504				£284,000	
<b>Grand Totals</b>			<b>£296,504</b>				<b>£284,000</b>	

MEETING: 08/07/2020

Ref: 15865

**ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital**

Inclusion Barnet

Adv: Ciaran Rafferty

Base: Barnet

Amount requested: £296,504

Benefit: Barnet

Amount recommended: £284,000

**The Applicant**

Inclusion Barnet, a charity established in 2014 and led by disabled people, is the association of disabled people and centre for independent living serving LB Barnet. It's key services and programmes include: Touchpoint – information, signposting and peer support to people who don't qualify for statutory support, but struggle to get enough support from universal services; Barnet Well-Being Hub partner - our Barnet Voice for Mental Health team provides peer support to people leaving hospital; People's Choice – a self-advocacy group for people with learning difficulties, most recently delivering a disability hate crime project (merged with us 2012); VCS support: providing capacity-building and representation to the local voluntary sector in collaboration with Young Barnet Foundation and Groundwork London/Volunteering Barnet. The organisation also runs two local libraries in a contractual partnership with Barnet Council.

**The Application**

This application is focused on giving local disabled people and organisations their voice, advocating for them where necessary, so that they are heard and positive change can result. Funding is requested for a Peer Advocacy Lead, Project Worker and related costs to strengthen the charity's ability to engage and increase contact with the two main constituencies – disabled individuals and disability organisations.

**The Recommendation**

The project will provide a significant increase in the ability for disabled people to have their say in how they live their lives, how services are provided that suitably meet their needs and how, hopefully, wider society can be more inclusive and present fewer barriers. Inclusion Barnet, as a disabled-led organisation and one which is very much a trusted partner of the local authority, is the right organisation to lead on this work and to ensure good outcomes are achieved whilst the proposal fully meets your priority of supporting voice and leadership. The budget presented includes some items which you do not support (eg contingency costs) and some which are quite high. Once these adjustments have been made the following grant is advised:

***£284,000 over five years (£55,000; £55,000; £57,000; £57,000; £60,000) for the salary costs of a p/t (3dpw) Peer Advocacy Lead; the CEO as sector representation lead (1 dpw); a Project Co-ordinator (1 dpw); and management and related costs of a project supporting voice for disabled people and disability organisations.***

**Funding History**

Meeting Date	Decision
24/05/2016	£23,800 towards the development of a new local giving scheme

## Background and detail of proposal

This project is focused on provide greater levels of representation and voice for disabled people and the organisations that work with them. The charity is led by disabled people and its mission is to help disabled people be leaders in their community and not just recipients of services. The work will have two strands – one to work with individuals and one to work with local disability organisations. Most of the charity’s funding is for frontline services but this project, should you support it, will provide the resources needed to engage with disabled people and to do the underlying work that makes those services relevant, inclusive and effective – to underpin the ethos of “*nothing about us without us*” ie providing services by co-designing them with disabled people, not to them. Disabled people will also be supported to monitor and comment on services they receive, whether from the charity itself or other agencies, statutory and voluntary.

The Covid-19 pandemic has meant that Inclusion Barnet has moved quite a lot of its services to online and remote delivery, which has been largely effective; whilst new services have arisen from particular new needs such as mental health peer support and food delivery.

## Financial Information

The charity has recently secured several 3-year contracts and grants for its projects (including a contract from LBB to run two libraries) which provides some financial security into 2021 and beyond and a . The level of earned income relied upon by the organisation is negligible so Covid-19 will have no impact on that aspect of its finances, whilst its core projects have funding in place for at least the next 18 months. Donations are anticipated to fall but these represent a very small proportion of overall income. Whilst free reserves are a little short of the policy to hold three months’ worth of expenditure they are still sufficient to provide a reasonable buffer if needed.

Year end as at 31st March	2019	2020	2021
	Signed Accounts £	Forecast £	Budget £
<b>Income &amp; expenditure:</b>			
Income	426,350	524,975	671,602
- % of Income confirmed as at June 2020	N/A	100%	82%
Expenditure	(423,569)	(505,808)	(664,000)
Total surplus/(deficit)	<b>2,781</b>	<b>19,167</b>	<b>7,602</b>
Split between:			
- Restricted surplus/(deficit)	5,409	0	0
- Unrestricted surplus/(deficit)	(2,628)	19,167	7,602
	<b>2,781</b>	<b>19,167</b>	<b>7,602</b>
Operating Expenditure	425,569	505,808	664,000
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	99,411	118,578	126,180
No of months of operating expenditure	2.8	2.8	2.3
Reserves policy target	106,392	126,452	166,000
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(6,981)	(7,874)	(39,820)

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	8 <sup>th</sup> July 2020
<b>Subject:</b> Funds Ordinarily Approved under Delegated Authority	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Decision</b>
<b>Report author:</b> Scott Nixon, Head of Director's Office	

## Summary

This report advises members of funds to be approved that would usually be approved under delegated but are presented instead to the Committee in order to be able to confirm the total grants awarded this financial year. Assessment reports for all grants recommended for approval under delegated authority within this report are provided in Annex 1. Note that these are provided in the standard delegated authority format, which is different to the usual grant assessment reports.

## Recommendation

Members are asked to:

- Approve 12 grant recommendations

## Main Report

1. This report requests approval for 12 grant recommendations for requests which would usually be approved under delegated authority.
2. It is also worth reminding Members that the thresholds for determining the levels of delegated authority which can be used are on the sum requested and not the sum recommended.

Scott Nixon  
 Head of Director's office  
 020 7332 3722, [Scott.nixon@cityoflondon.gov.uk](mailto:Scott.nixon@cityoflondon.gov.uk)

## Requests ordinarily approved under delegated authority (£250,000 or less)

No./ID	Name	Project Description	Recommended Amount
2 / 15665	Action on Disability	£220,800 over five years (£44,500; £42,800; £43,230; £45,970; £44,300) towards staff costs, sessional costs and overheads for programmes with young people.	£220,800.00
3 / 15679	Advocacy Now	£250,000 over five years (5 x £50,000) towards the salary of a Volunteer Co-ordinator and associated costs including volunteer expenses.	£250,000.00
4 / 15921	Cardboard Citizens	£152,420 over three years (£51,670; £52,740; £48,010) towards developing and embedding trauma informed practice into CC's programme and promoting the value of this approach more widely throughout the arts-based sector.	£152,420.00
5 / 15666	Carers Trust	£189,000 over three years (£65,000; £63,000; £61,000) for the London Network Capacity Building Project Manager (f/t) and associated project running costs and management costs.	£189,000.00
6 / 15950	Caxton Youth Organisation	£250,000 over five years (5 x £50,000) for the salary costs of a f/t Lead Youth Worker and related management and activity costs of the Social & Emotional Wellbeing Programme. The grant cannot be used for minibus or residential costs.	£250,000.00
7 / 17152	Centre for Charity Effectiveness	£19,200 towards a series of 12 podcasts on how charities are responding to the Covid-19 crisis.	£19,200.00
8 / 15632	Havering Women's Aid	£127,500 over five years (£25,000; £25,250; £25,500; £25,750; £26,000) to cover the salary of a Young Persons Independent Domestic Abuse Advisor. Additional costs such as N.I and pension will be met by the applicant.	£127,500.00



<b>ID</b>	<b>Name</b>	<b>Project Description</b>	<b>Recommended Amount</b>
9 / 15694	Islington Chinese Association	£248,900 over 5 years (£48,600; £48,200; £49,300; £50,600; £52,200) towards the cost of a Full-Time Well-Being Officer (35hpw) and associated project costs and overheads to work with older Chinese People across London.	£248,900.00
10 / 15945	Money4Youth	£150,000 over three years (3 x £50,000) towards Money4Youth's Avocado fundraising capability and financial sustainability programme for BAMER organisations in London.	£150,000.00
11 / 15909	Mosac	£112,500 over three years (£28,800; £40,900; £42,800) towards costs of a Peer and Volunteer Support Manager. A proportion will also be allocated to the salary of a Training Manager, overheads and volunteer costs.	£112,500.00
12 / 15923	Race On The Agenda	£85,200 over 3 years (£30,900, £28,400, £25,900) as contribution towards the core costs of the organisation.	£85,200.00
13 / 15924	Standing Together Against Domestic Violence	£180,000 over 3 years (3 x £60,000) towards the project manager salary, overheads, management contribution and project costs.	£180,000.00
<b>Grand Totals</b>			<b>£1,985,520.00</b>

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**MEETING: Delegated Authority**

**Ref: 15665**

**ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions**

**Action on Disability**

**Amount requested: £220,663**

**Amount recommended: £220,800**

**Adv: Clare Payne**

**Base: Hammersmith & Fulham**

**Benefit: Hammersmith & Fulham**

**The Applicant**

Action on Disability (AoD) was established in 1979. It is a registered charity and company limited by guarantee, working with young deaf and disabled people across West London. Its principal delivery location is Hammersmith and Fulham and it provides most of the youth provision to young disabled people in the borough, in the following areas: Employment Service, Youth Service, Independent Living, and Peer Support and Advocacy. It has a strong focus on co-production and applies the ethos and principles of the social model of disability in all its work. All activities are user led and open to non-disabled young people. This focus on building understanding and friendships between disabled and non-disabled young people is a strength and one it promotes to public and voluntary sector partners. It has ten trustees and an organisational policy that 75 % of its board must be disabled. It has 15 full-time staff members and 6 part time employees. It works with up to 170 young people a year and has managed to move many of its support services online during the current pandemic.

**The Application**

AoD is requesting core funding over five years to sustain its work with young disabled people in three specific areas – the delivery of a weekly youth club; support for young disabled people to access the Duke of Edinburgh Awards Scheme via the Action on Disability Youth Service (a directly licenced centre); and an inhouse volunteering programme to enable young disabled people to gain work experience and skills. These activities will assist participants to build confidence and interpersonal skills, emotional resilience and self-awareness and move them towards independence and a place from which they feel able to make a real contribution to society. It is anticipated that 75 people per year will benefit from this project.

**The Recommendation**

AoD has considerable expertise in working with young disabled people and its focus on co-production has been used as a model for other service providers by Hammersmith and Fulham local authority. Its ethos of breaking down negative perceptions by creating opportunities for interaction between disabled and non-disabled young people offers a solid foundation for its aim of supporting young disabled people to become independent. Safeguarding is of paramount importance and it has the appropriate systems in place for disclosure. A significant amount of its restricted income is generated from youth contracts with Hammersmith and Fulham – it has been receiving such contracts for over 30 years. These are awarded for a four-year period and the organisation's current contract runs until March 2022, after which it will go through a retendering process. It has never had any issues raised, despite quarterly monitoring and annual reviews of contracts, which bodes well for retendering. AoD delivers the bulk of its activities from a leased community space but is in the process of fundraising for a capital project in partnership with the local council and Shepherds Bush Housing Group. This would see the redevelopment of land opposite its current location, which will provide housing, but also a large ground

floor purpose-built space for AoD. The latter needs to fundraise a contribution of £188,000 by March 2021, having raised £64,000 to date. It is currently waiting to hear on an application to the GLA Good Growth Fund of around £140,000. Funding is advised as follows:

***£220,800 over five years (£44,500; £42,800; £43,230; £45,970; £44,300) towards staff costs, sessional costs and overheads for programmes with young people.***

### **Funding History**

Meeting Date	Decision
12/03/2015	PROJECT DESCRIPTION £121,300 over 3 years (£41,400, £39,600, £40,300) towards a full-time Independent Living Officer and associated running costs.

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

95 % of the disabled young people accessing the services of AoD will have a learning disability or learning difficulty and a large proportion have a diagnosis of autism. It reports that many of these young people find school and the curriculum extremely difficult to navigate and are more likely to drop out of the educational system than their non-disabled peers with obvious impact on their employment opportunities. These young people may also struggle to build friendships and peer networks, becoming isolated as a result. AoD has, over forty years, developed an approach that builds confidence and self-esteem in young disabled people, both in a social and workplace environment. It refers to this approach as a “pathway to independent living” and in 2010 developed a ten-year plan to work towards the inclusion of isolated and excluded young disabled people within mainstream provision and society. This document has influenced its relationships with partners such as the local authority, local further education colleges and arts organisations such as the Lyric Hammersmith and Lyric Youth. Over five years AoD will use core support to assist young disabled people in acquiring life skills, gaining a positive perspective on their disability, building friendships, independence and in many cases gaining employment.

### **Financial Information**

AoD is assessed to be in a stable financial position, although its free reserves for the year ending March 2020 are below its minimum threshold, which the Board and staff are focused on addressing. It has a large contract confirmed from the local authority until March 2022, several ongoing contracts with local colleges and has engaged a freelance fundraiser to assist in fundraising from charitable trusts. In the financial year April 2020 - March 2021 the organisation is anticipating receipt of £140,000 which will be ring-fenced for a capital project and recorded within its fixed assets. It is likely that much of the money (if received) will be spent by the end of March 2021 as construction is already underway. This unconfirmed amount is included in income and expenditure for the financial year ending March 2021, which gives the perception that free reserves are too low, when in fact they are adequate. The organisation will add capital income to its balance sheet as fixed assets but is yet to work out how much depreciation it will pay each year, so this has not been applied in the figures below. It will not own its new premises but instead have a 250-year lease. Fundraising for the capital project has been unaffected by COVID-19 and remains on track. The pandemic has had no impact on income secured from current local

authority contracts or existing Trust funding, whilst the charity has insignificant earned income so will not be affected by losses to that.

Year end as at March 2019	2019	2020	2021
	Signed Accounts	Forecast	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	1,083,747	956,358	1,011,214
- % of Income confirmed as at	N/A	100	78%
Expenditure	(1,030,204)	(909,584)	(1,066,274)
Total surplus/(deficit)	<b>53,543</b>	<b>46,774</b>	<b>(55,060)</b>
Split between:			
- Restricted surplus/(deficit)	4,695	22,011	(13,462)
- Unrestricted surplus/(deficit)	48,848	24,763	(41,598)
	<b>53,543</b>	<b>46,774</b>	<b>(55,060)</b>
Total Operating Expenditure (minus cost of Raising Funds)	1,026,649	869,784	1,043,674
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	177,589	202,352	160,754
No of months of operating expenditure	2.1	2.8	1.8
Reserves policy target	256,662	217,446	260,919
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(79,073)	(15,094)	(100,165)

**Approved**.....  
Chief Grants Officer /  
Deputy CGO

**Approved**.....  
Chair

**Approved**.....  
Deputy Chair

**Date**.....

**Date**.....

**Date**.....

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MEETING: 08/07/2020

Ref: 15679

**ASSESSMENT CATEGORY: Positive Transitions - Choice and Control****Advocacy Now****Adv: Rachel Billett****Base: Greenwich****Amount requested: £384,255.00****Benefit: Greenwich****Amount recommended: £250,000****The Applicant**

Advocacy Now (formerly Advocacy for Older People in Greenwich) is a registered charity that provides advocacy support for vulnerable, mainly older and disabled people in Greenwich. In the last year, its advocates worked with 450 clients (and their families/carers) of whom 178 secured their rights to disability and other benefits, 72 avoided homelessness and 162 frail elderly people spoke up about decisions regarding their care. It has two full-time and three part-time staff, with 20 volunteers.

**The Application**

Advocacy Now is requesting funding towards a post of Volunteer Co-ordinator to expand its volunteer pool to 30, train and manage its volunteers. It will also support other local organisations in their advocacy. It previously funded this role until 2019 but now lacks capacity to recruit and support volunteers whilst meeting demand.

**The Recommendation**

Advocacy Now has considerable expertise and experience in advocacy for very vulnerable and isolated people, often with complex needs. It has good outcomes and a high satisfaction rate of 98% and has a strong community ethos (two previous clients are now on its Board). Its volunteer advocates are vital to its success (during its last grant to fund a Volunteer Manager, 48 volunteers provided over 1000 days support for 384 clients. Advocacy Now has excellent processes in place to recruit, vet and manage the "right people" for these challenging roles. It has worked with the City Lit to develop and run a training programme for advocates and has a strong commitment to the wellbeing and support of its volunteers. It lacks capacity to do this without a dedicated post. The original request was for a full-time post and relatively high other management, volunteer and IT costs. In discussion with the applicant, it agreed that it would recruit a part-time post (hours to be decided) or secure other funding. Both options are realistic (the group has good reserves and unrestricted income). A long term (5 year) commitment to the post would give stability as the organisation is expanding its reach and experiencing increased demand. Funding is advised as follows;

***£250,000 over five years ( 5 x £50,000) towards the salary of a Volunteer Co-ordinator and associated costs including volunteer expenses.***

**Funding History**

Meeting Date	Decision
09/07/2015	Organisation withdrew the application.
16/02/2012	£29,000 for a third year's support for a dementia advocacy project subject.

**Background and detail of proposal**

Demand for Advocacy Now's services has increased by an average of 30% a year for the last four years, and it expects further yet gradual growth, partly as a result of expanding its remit, cuts and changes to local services and moving its base from Eltham to Woolwich in 2019 (where it is becoming better known). Its outreach approach works well and has a track record in reaching individuals and communities who are isolated, such as the Nepalese community, and living with complex problems. Many have mental and physical health needs, some are housebound or non-verbal and are very vulnerable; 54 of its clients in the last year involved adult safeguarding. This exacerbates the need for strong support and management for its volunteers. It has a strong systematic approach that ensures safeguarding of volunteers and clients is a high priority (its safeguarding training and practice is particularly embedded), but it also works hard to ensure the volunteers have the right approach. Recruitment and support currently falls to the Chief Executive and deputy but this is not sustainable or effective; volunteer numbers have dropped from 40 (at the time of a Volunteer Co-ordinator) to under 20.

**Financial Information**

The organisation has secured full funding for the current year. Its reserves target of £20,000 is considered by officers to be on the low side. Given that the majority of its income is restricted funding, its reserves held and forecast, being just over 4 months of total expenditure, are deemed to be appropriate. Its main funding (Big Lottery Fund for £62,000 a year) is in place until 2023, and it also has committed funding from two local trusts (total £30,000) each year. Although unconfirmed, it expects to secure ongoing funding from LB Greenwich and new funding from Greenwich Community Trust. It has trusts and statutory fundraising plan that will help to meet its modest expansion plans.

Since the Covid-19 crisis, two of its long-term funders have agreed to unrestrict the grants it currently holds and in addition, I has received funding of £25,000 from the National Lottery Community Fund to enable it to meet emergency needs of its clients. These factors mean that in the short to medium term, the organisation feels itself to be in a relatively stable financial position. On the other hand, work it might have undertaken to advocate on behalf of older residents in care homes can no longer take place. However, this service would be purchased by local authorities by way of spot purchasing (as opposed to a lock contract) and so will not have a detrimental effect on income.



Year end as at March 31st	2019	2020	2021
	Signed Accounts	Forecast	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	159,085	170,000	228,500
- % of Income confirmed as at 28/02/20	N/A	100%	42%
Expenditure	(166,214)	(161,907)	(219,700)
Total surplus/(deficit)	<b>(7,129)</b>	<b>8,093</b>	<b>8,800</b>
Split between:			
- Restricted surplus/(deficit)	N/A	0	(9,000)
- Unrestricted surplus/(deficit)	(7,129)	8,093	17,800
	<b>(7,129)</b>	<b>8,093</b>	<b>8,800</b>
Total Expenditure	166,214	161,907	219,700
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	52,363	60,456	78,256
No of months of operating expenditure	3.8	4.5	4.3
Reserves policy target	20,000	20,000	20,000
No of months of operating expenditure	1.4	1.5	1.1
Free reserves over/(under) target	32,363	40,456	58,256

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## **CITY BRIDGE TRUST – Delegated Authority (Requests up to £250k)**

### **ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions\Mental health & homelessness**

**Cardboard Citizens**

**Ref: 15921**

**Adv: Gilly Green**

**Amount requested: £167,991**

**Base: Tower Hamlets**

**Benefit: London-wide**

**Amount recommended: £152,420**

**Purpose of grant request:** To test, strengthen and embed the strength based and trauma informed aspects of our work across our service, enabling us to have a greater impact on the wellbeing of Members

#### **The Applicant**

Cardboard Citizen's (CC) was founded in 1995 in the spaces around what was then known as The Bullring in London's Waterloo. It makes theatre for social change, empowering people with lived experience of homelessness, as well as striving to change society's perceptions of homeless people. Its theatre is often participatory, with and for homeless people telling stories that aim to effect change locally, nationally, on the stage, in the street, through hostels and prisons. It provides arts-based qualifications, advice and training to support young people away from homelessness and guidance from highly trained staff – critical for those with significant support needs such as housing, family and mental health issues.

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

Poor mental health is both a cause and consequence of homelessness. 41% of all members have disclosed they have a mental health need; with a high proportion of people disclosing adverse childhood experiences or trauma. CC recognises that the individuals they work with are often those most in need of psychologically informed help but are also among those least able to access mainstream psychological therapy services. In response CC wishes to develop and embed Trauma Informed/Strength Based (TI/SB) approaches into its main programme of work, enabling staff to better support those with mental health issues. Many of CC's more vulnerable members find CC a more accessible place to seek support than conventional services. Adopting this model will enable them to get better support but require specialist training for staff. CC plan extensive consultation with partner organisations within the sector who use TI/SB, a pilot scheme with 45 members, full implementation and wide dissemination and promotion of the model. The grant request is a contribution to the salaries of key staff who will steer this innovation through the organisation, specialist training in TI/SB work and to project and management costs.

Covid 19 has had a significant impact on the organisation. All face to face work has been suspended and an early survey out to members demonstrated an urgent need for members to stay connected. CC regularly checks in by phone with about 200 of the most vulnerable members and has adapted and run some imaginative online impro workshops - London in Lockdown was an early one and most activities are being delivered in some way online. Whilst much of the future is unknown, CC

wishes to pursue the development of its TI/SB approach and embed this practice into the adapted shape of whatever may be delivered longer term.

### Financial Information

CC's income comes from a mix of statutory sources, Trusts and Foundations and self-generated income. There are gaps especially this year in self-generated income from performances, but the actress Kate Winslet has launched a campaign to support the organisation and this is expected to yield about £125,00 and CC has applied to several emergency funding schemes. Whilst the organisation can cover some shortfall this year from reserves, further savings may be required. CC is aware of your offer to have some of the grant converted to core costs, and if approved, is likely to take this up to ease them through the current situation.

Year end as at 31 MARCH	2019	2020	2021
	Signed Accounts	Forecast	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	1,306,269	1,305,348	1,132,700
- % of Income confirmed as at 07/05/2020	N/A	100%	68%
Expenditure	(1,211,566)	(1,305,308)	(1,237,996)
Total surplus/(deficit)	<b>94,703</b>	<b>40</b>	<b>(105,296)</b>
Split between:			
- Restricted surplus/(deficit)	88,003	(316,144)	(127,484)
- Unrestricted surplus/(deficit)	6,700	316,184	22,188
	<b>94,703</b>	<b>40</b>	<b>(105,296)</b>
Operating Expenditure (unrestricted)	267,006	257,926	212,736
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	229,062	545,246	567,434
No of months of operating expenditure	2.3	5.0	5.5
Reserves policy target	302,891	326,327	309,499
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(73,829)	218,919	257,935

### Funding History

Meeting Date	Decision
22/09/2016	Stepping Stones application declined.
09/07/2015	£49,700 to enable Cardboard Citizens to develop its business modelling in order to expand its training programme for external agencies.
28/01/2015	£2,000 to match CEP funding towards the wage costs of 1 Apprentice for 1 year.

### Recommendation

This is a well-known organisation working across London with homeless and marginalised communities. Trauma informed approaches to working with people with mental health problems and adverse childhood experiences is well evidenced but has not been developed extensively in the arts sector so this is an exciting opportunity. The way the budget is structured shows a contribution to several core salaries, but your officer is satisfied that there will be a considerable focus on this development throughout the organisation. However, the original budget had a significant increase in salary costs for years 2 & 3 without adequate explanation and a subsequent reduced budget has been received – hence the lower recommended

grant level. CC has a challenge going forwards, compounded by the wider uncertainty of a return to theatre, but it is showing itself to be an adaptable organisation and still very much in demand. A grant is recommended:

***£152,420 over three years (£51,670; £52,740; £48,010) towards developing and embedding trauma informed practice into CC's programme and promoting the value of this approach more widely throughout the arts-based sector.***

**Approved.....**  
Chief Grants Officer /  
Deputy CGO

**Approved.....**  
Chair

**Approved.....**  
Deputy Chair

**Date.....**

**Date.....**

**Date.....**

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**MEETING: 08/07/2020****Ref: 15666****ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital****Carers Trust****Adv: Gilly Green****Base: Southwark****Amount requested: £272,375.00****Benefit: London-wide****Amount recommended: £189,000****The Applicant**

Carers Trust (CT) is a leading UK charity supporting anyone living with the challenges of caring, unpaid, for family or friends with an illness, disability, mental health or addiction issue. Its aim is to ensure all carers have the confidence, resilience and recognition to live their own lives. They operate through a UK-wide network of 138 local carers organisations (Network Partners) with a long-term ambition to strengthen the capacity and sustainability of the network. The organisation aims to ensure the role and value of carers is recognised as integral to the provision of care. In London, the Trust has 22 Network Partners.

**The Application**

In 2018/2019 (CT) commissioned a survey to look at issues facing the Network and found key issues for London-based organisations were: challenges posed by the changes to commissioning practice; difficulties in sustainability; and gaps in knowledge and resources. Pre-Covid, one of the specific challenges faced by network partners specifically in London has been the increasingly competitive commissioning landscape in the London Boroughs with new service models being commissioned, particularly the move by commissioners to look at partnerships to deliver bundled contracts. Local commissioners are now expecting VCS organisations to work in more formal partnerships with other organisations and bodies, resulting in cross-borough collaborations and STP-wide initiatives. Whilst some Network members reach out and develop partnerships, many still struggle to do so, and lose out in competition for tenders. In light of future pressures on local budgets, this is likely to be even more of a challenge going forwards as Network Partners will need to adapt their services to meet the needs of carers in the new context that has been created by the pandemic. In response Carers Trust wishes to employ a dedicated London Capacity Building Manager over 3 years to help local organisations work more collaboratively, better understand commissioners' requirements and be able to respond in an agile way. Funds are also requested to allow for training staff in local organisations to keep up to date with innovation and now especially with remote service provision. Funds are also requested explore and test income generating pilots such as retail outlets through E-bay or social enterprises.

**The Recommendation**

The impact of Covid 19 has hit especially hard on carers and those they care for and the pressures on the organisations that support them will grow considerably at a time when there will be increased pressure on local authority budgets. This will be challenging work to navigate but your officer feels that with a strong appointment this could be a strategically critical post for the sector, helping members build service models that meet commissioning needs, as well as work better together. Whilst the

inclusion of funds to test new models of income generation is useful, the idea is insufficiently developed and the organisation could fund these costs from its own reserves. Management costs also appear high. There is a question whether with its level of reserves the organisation should support this development itself but with the likely pressures on carers and the organisations that support them - and Carers Trust already releasing reserves for emergency grants - your officer believes that the work will enable organisations to be more effective and sustainable and the proposal meets the outcomes of Connecting the Capital - Capacity Building. A grant at a reduced level is recommended as follows:

***£189,000 over three years (£65,000; £63,000; £61,000) for the London Network Capacity Building Project Manager (f/t) and associated project running costs and management costs.***

### **Funding History**

Meeting Date	Decision
28/04/2011	£130,000 over 2 further and final years (£62,000, £68,000) towards the salary costs of the London Development Manager supporting local Carers' Centres.

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

Carers Trust acknowledges that as a sector many carers organisations have been unable to embrace innovation in response to a changing environment. Neither has the network come together as strategically as it could to share ideas and practice. This application builds on a groundswell of movement within London carers organisations that with a changing commissioning landscape, they will need to work differently. Testing out income generation ideas is useful, but plans appear insufficiently thought out at present.

### **Financial Information**

From 2016 to 2018 CT's income dropped from £9m to £5.5m and the organisation appeared to be struggling. However, with a new CEO, new board and a large one-off legacy the organisation has rebuilt itself. It has come into this unprecedented crisis on a firmer footing with reasonably high reserves. Trustees have decided to release excess free reserves above its agreed reserve level in 20-21 for emergency grants to its member organisations to support carers affected by COVID-19 as well as to its Innovation Fund and a Respite Break fund to be launched later this year. CT is itself applying for emergency funds to plug the current shortfall on the budget for this year. The main reason behind the restricted deficit for 2021 is due to restricted balances brought forward that the organisation is planning to spend through 20-21, along with a reduction in likely restricted income. Trustees have confirmed they will cover any gaps from reserves on restricted or unrestricted budgets. The leadership team is taking seriously the current threats from Covid-19 and income projections and assumptions are stress tested on a monthly basis. Savings of £250,000 have already been identified, new recruitment is paused, and some staff have been furloughed.



Year end as at MARCH 31ST	2019	2020	2021
	Signed Accounts	Forecast	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	6,575,561	5,946,833	5,076,383
- % of Income confirmed as at 04 June 2020	N/A	100%	72%
Expenditure	(5,185,573)	(5,681,099)	(5,577,813)
Total surplus/(deficit)	<b>1,389,988</b>	<b>265,734</b>	<b>(501,430)</b>
Split between:			
- Restricted surplus/(deficit)	530,440	(192,827)	(470,259)
- Unrestricted surplus/(deficit)	859,548	458,561	(31,171)
	<b>1,389,988</b>	<b>265,734</b>	<b>(501,430)</b>
Operating Expenditure (unrestricted)	2,357,291	2,191,705	1,757,193
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	1,471,042	1,929,603	1,898,432
No of months of operating expenditure	7.5	10.6	13.0
Reserves policy target	641,943	600,546	491,918
No of months of operating expenditure	3.3	3.3	3.0
Free reserves over/(under) target	829,099	1,329,057	1,406,514

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## **CITY BRIDGE TRUST – Delegated Authority (Requests up to £250k)**

**ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital\Arts, sports, health and/or well-being projects for disabled people**

**Caxton Youth Organisation**

**Ref: 15950**

**Amount requested: £307,246**

**Adv: Ciaran Rafferty**

**Base: Westminster**

**Benefit: Westminster**

**Amount recommended: £250,000**

**Purpose of grant request:** To increase Caxton Youth Organisation's capacity to support young people with learning disabilities to manage their emotional wellbeing needs and develop skills to reduce stress and strengthen resilience.

### **The Applicant**

Caxton Youth Organisation (CYO), established in 1948, began as a provider of generic youth club services though now its focus is on working with disabled young people in Westminster. It is highly regarded by the local authority. The organisation also leases a tranche of land in Ripley, Surrey, which it uses for residential, outdoor, activities with small groups. Its small team of staff is augmented by volunteers whilst it often encourages older club members to mentor and support the younger ones. During the pandemic and subsequent lockdown the organisation has maintained regular contact with its members and instigated a range of online, Zoom-based, meetings and support which have operated successfully.

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

The charity is seeking five years' funding for a youth-led Social and Emotional Wellbeing Programme - an aspirations-based project for members who attend the Youth Club. Funding will support a dedicated Lead Youth Worker who will manage the programme and be responsible for developing, planning, delivering and monitoring the progress of 60 young disabled people per annum.

The programme will engage young people in activities designed to improve their confidence and to learn to cope with challenges such as difficulties expressing feelings and communicating with others. It provides a holistic pathway to improving wellbeing, providing members with 1:1 person-centred planning and goals-setting, as well as providing evidence-based modules designed to empower young people to take action to strengthen their own mental health. The sessions will be based on the Five Ways to Wellbeing, key areas that research tells us improve wellbeing (National Economics Foundation, 2019). The Five Ways are: 1) building connections and friendships (including empathy and interpersonal skills); 2) participation in volunteering and helping others; 3) self-care and emotional literacy; 4) self-reflection and taking notice of the environment; and 5) benefits of getting active.

CYO is regarded by young people, families and funders as an organisation which knows its client group very well and which provides services which meet their needs. Disabled young people want to do the same things as their non-disabled peers and CYO aims to support them in this. Indeed, and to its credit, the clubhouse in Victoria looks like any other generic youth club. This project takes that philosophy a step further, so that young people can learn to do more "everyday" things for themselves,

to have the same ambitions and hopes for the future and to be comfortable and confident in so doing.

### Financial Information

The charity is optimistic that it won't suffer a significant loss of income as a result of the Covid-19 pandemic as much of its core income is confirmed for some time ahead. There is a general worry, with most funders diverting monies to support immediate emergencies and needs, that mainstream programme funding will be less available in the future.

The charity's reserves policy is to hold between 3 and 6 months' worth of likely unrestricted expenditure and free reserves currently held are sufficient. Whilst growth in income is forecast this financial year if that does not materialise then the forecast expenditure will reduce accordingly and the organisation lives within its means.

Year end as at 31st March	2019	2020	2021
	Signed Accounts	Draft	Forecast
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	206,709	209,431	254,264
- % of Income confirmed as at June 2020	N/A	100%	50%
Expenditure	(189,088)	(214,563)	(248,551)
Total surplus/(deficit)	<b>17,621</b>	<b>(5,132)</b>	<b>5,713</b>
Split between:			
- Restricted surplus/(deficit)	21,407	(6,611)	4,919
- Unrestricted surplus/(deficit)	(3,786)	1,479	794
	<b>17,621</b>	<b>(5,132)</b>	<b>5,713</b>
Operating Expenditure (unrestricted)	76,110	87,599	88,794
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	54,578	56,057	56,851
No of months of operating expenditure	8.6	7.7	7.7
Reserves policy target	38,055	43,800	44,397
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	16,523	12,258	12,454

### Funding History

Meeting Date	Decision
28/01/2015	PROJECT DESCRIPTION £90,000 over three years (3 x £30,000) for the salary of a f/t Youth Worker (Independence Programme) plus a contribution to its operational costs.

### Recommendation

Whilst this is a good project delivered by an organisation with many years' experience this is nonetheless an expensive request and there are elements which either fall outside your scope for funding (eg residential and minibus costs) or which are higher than might be expected given the sums presented in their accounts (eg training costs). For this reason the grant recommended below is lower than that requested. This has been explained to the organisation and the sum awarded will still allow a worthwhile project to be delivered:

**£250,000 over five years (5 x £50,000) for the salary costs of a f/t Lead Youth Worker and related management and activity costs of the Social & Emotional Wellbeing Programme. The grant cannot be used for minibus or residential costs.**

**Approved.....**  
Chief Grants Officer /  
Deputy CGO

**Approved.....**  
Chair

**Approved.....**  
Deputy Chair

**Date.....**

**Date.....**

**Date.....**

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## CITY BRIDGE TRUST – Delegated Authority

### ASSESSMENT CATEGORY: Bridging Divides - Strategic Initiatives - Bridging Divides

**Centre for Charity Effectiveness**

**Ref: 17152**

**Amount requested: £30,278**

**Adv: Jenny Field**

**Base: City**

**Benefit: London-wide**

**Amount recommended: £19,200**

**Purpose of grant request:** To produce 12 podcasts on how charities are responding to the Covid-19 crisis.

#### **The Applicant**

Cass Centre for Charity Effectiveness (CCCE) is based within the Cass Business School. It aims to drive performance excellence within the voluntary, community and social enterprise sectors. It does this through a series of programmes, principally, its charity training and events; its master's programme; and its tailored consultancy and business services.

#### **Assessment Summary**

CCCE proposes to work in partnership with the radio programme, 'Good Charity Bad Charity' to produce and deliver a series of podcasts based on best practice and topical issues within the charity and wider non-profit sector.

In the light of the current Covid-19 crisis, it is proposed to produce a series of 12 podcasts, in conversation with people running charities during this extraordinary time. Some of the key questions the podcasts will aim to address include:

- Wow organisations are staying afloat/
- What are you doing for your staff and volunteers?
- How are you balancing the best interests of your organisation and those of your beneficiaries?
- How do you see the long term future of your organisation and the sector as a whole?
- What are the stories that need to be heard and shared?

The content of the stories will be informed by the work London Plus has been doing to gather stories and initial discussions have already taken place between CCCE and London Plus.

#### **Recommendation**

The initial (pre-Covid) request was for just over £30,000. Since then, revised costings for a Covid-19 focussed series has been submitted at a revised sum of £19,200 and this is the amount recommended.

***£19,200 towards a series of 12 podcasts on how charities are responding to the Covid-19 crisis.***

**Approved.....**  
Chief Grants Officer

**Date.....**

**MEETING: Delegated Authority**

**Ref: 15632**

**ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions**

**Havering Women's Aid**

**Amount requested: £127,500**

**Amount recommended: £127,500**

**Adv: Clare Payne**

**Base: Havering**

**Benefit: Havering**

**The Applicant**

Havering Women's Aid (HWA) was established in 1978 and is a registered charity and company limited by guarantee. It operates two refuge facilities within the borough of Havering, for women and their children who have had to leave homes due to domestic or sexual abuse. It also delivers a range of services in the community for men, women and children, via its Floating Support and Outreach Services. It runs two helplines for female victims of abuse and one for male victims. It has eight full time staff and four part-time workers, most of whom are funded through various grants or contracts with Havering Council. It works closely with a range of partners, agencies and services across the borough.

**The Application**

HWA is requesting funding over five years to employ a Young Persons Independent Domestic Abuse Advisor (YPIDVA). This individual will provide personalised and holistic support and advocacy to young people – the majority will be women - focusing on their safety in the first instance, then recovery and the journey to independence. The YPIDVA will work closely with the wider team at Havering Women's Aid and with local services to assist young clients in accessing ongoing support in areas such as counselling, secure housing, and activity groups to build self-esteem and social networks. It expects to work with 420 clients per year.

**The Recommendation**

The charity has a considerable track record and expertise in working with women and children, men and young people experiencing or at risk of domestic violence or sexual abuse. It has a small but engaged board with specialist knowledge of the issues it works to address. Safeguarding is paramount and all clients have their needs reassessed every six weeks – every four in the case of a young person. Staff are aware of the vulnerabilities of clients and the need to support safe disclosure and appropriate and joined up signposting between local agencies. It is dependent on contract funding from the local authority but has been in receipt of such since 1978, so the relationship is well established. Contracts run over a five-year period (three years confirmation with a two-year extension following review) after which providers must undertake a retendering process. Its current contract runs from September 2018 to September 2021 and it does not envisage any problems with this being extended. In recent years, the organisation has looked to build relationships with charitable foundations to enable it to respond to emerging needs and increasing demand that cannot be covered by the local authority resource. The volume of referrals relating to young people, particularly from schools, is evidence of the need for a new member of staff to support this client group. Funding is advised as follows:

***£127,500 over five years (£25,000; £25,250; £25,500; £25,750; £26,000) to cover the salary of a Young Persons Independent Domestic Abuse Advisor. Additional costs such as N.I and pension will be met by the applicant.***



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

The organisation's Floating Support Team is experiencing high demand and is unable to respond to all referrals. In recent years, it has experienced a rise in referrals from schools and agencies seeking advice and support for vulnerable young people, usually women. It attributes this to gang culture in the borough with young women being drawn into activities via boyfriends; hiding a weapon for a partner is common. Another reason is that the threshold at which a referral to social services can be made has increased, so a young person now needs to have been physically hurt to meet the referral threshold, rather than considered to be at risk of harm. Havering Women's Aid wishes to employ a YPIDVA over a five-year period, to address this gap. This worker will manage outreach and referrals and provide one to one support and signposting. A young person can access their support for an indefinite period. However, it is anticipated that intensive support over three months will address many immediate issues such as housing, sexual exploitation and enable referrals to drug and alcohol support services. Emphasis will be placed on building confidence and self-esteem and those accessing the Advisor will be encouraged to continue with education or training if appropriate. Havering Women's Aid evaluates its impact through both quantitative and qualitative means. It places focus on the latter by asking clients to verbally share "their journey" over a period. In doing so, it can pull out soft outcomes such as improved confidence and self-esteem, building positive relationships and the ability to make informed and safe choices. It is a member of the borough's Violence Against Women and Girls Network and works closely with a range of local services and partners including social services, maternity services, the homeless team, Rape Crisis and probation services.

### **Financial Information**

Havering Women's Aid has secured the majority of income for the year ending March 2020 and a sizeable proportion for the following financial year. Its current council contract runs until September 2021, after which a two-year extension is highly likely. The local authority is currently consulting on retendering every 10 years rather than five, which would be a significant help to the organisation in planning future activities and staffing. Whilst having confidence in the securing of local authority contracts beyond this point, in recent years it has worked to achieve grant income from charitable trusts generating £83,000 in the year ending March 2020. It is forecasting £108,000 of grant funding from this source in the following financial year, £63,000 of which has been secured. Free reserves are above the levels required and the deficit at year end in March 2020 and March 2021 is a result of payment in arrears by the local authority, so not assessed to be of concern.

In relation to the COVID-19 pandemic, the charity remains in a stable financial position due to its multi-year contracts with the local authority. Publicity of the underfunding of refuges for many years and the media coverage of the rise in domestic abuse during lockdown, may help create funding opportunities. In the last six weeks, HWA has received £5,000 from the London Community Response Fund for emergency food for women and children at its refuge. It has applied for and is waiting to hear from the Lottery Funding for Emergency Helpline Staff. If a grant is agreed the organisation is aware that it will have scope to use some of the funding for core costs though the salary costs are a priority at this point in time.

Year end as at March 2019	2019	2020	2021
	Signed Accounts £	Forecast £	Budget £
<b>Income &amp; expenditure:</b>			
Income	451,791	406,630	485,680
- % of Income confirmed as at	N/A	99%	78%
Expenditure	(405,713)	(407,917)	(493,007)
Total surplus/(deficit)	<b>46,078</b>	<b>(1,287)</b>	<b>(7,327)</b>
Split between:			
- Restricted surplus/(deficit)	40,489	(4,552)	(10,752)
- Unrestricted surplus/(deficit)	5,589	3,265	3,425
	<b>46,078</b>	<b>(1,287)</b>	<b>(7,327)</b>
Total expenditure	405,713	407,917	493,007
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	125,577	128,842	132,267
No of months of total expenditure	3.7	3.8	3.2
Reserves policy target	101,428	101,979	123,251
No of months of total expenditure	3.0	3.0	3.0
Free reserves over/(under) target	24,149	26,863	9,016

**MEETING: Delegated Authority**

**Ref: 15632**

**ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions**

**Havering Women's Aid**

**Amount requested: £127,500**

**Amount recommended: £127,500**

**Adv: Clare Payne**

**Base: Havering**

**Benefit: Havering**

**The Applicant**

Havering Women's Aid (HWA) was established in 1978 and is a registered charity and company limited by guarantee. It operates two refuge facilities within the borough of Havering, for women and their children who have had to leave homes due to domestic or sexual abuse. It also delivers a range of services in the community for men, women and children, via its Floating Support and Outreach Services. It runs two helplines for female victims of abuse and one for male victims. It has eight full time staff and four part-time workers, most of whom are funded through various grants or contracts with Havering Council. It works closely with a range of partners, agencies and services across the borough.

**The Application**

HWA is requesting funding over five years to employ a Young Persons Independent Domestic Abuse Advisor (YPIDVA). This individual will provide personalised and holistic support and advocacy to young people – the majority will be women - focusing on their safety in the first instance, then recovery and the journey to independence. The YPIDVA will work closely with the wider team at Havering Women's Aid and with local services to assist young clients in accessing ongoing support in areas such as counselling, secure housing, and activity groups to build self-esteem and social networks. It expects to work with 420 clients per year.

**The Recommendation**

The charity has a considerable track record and expertise in working with women and children, men and young people experiencing or at risk of domestic violence or sexual abuse. It has a small but engaged board with specialist knowledge of the issues it works to address. Safeguarding is paramount and all clients have their needs reassessed every six weeks – every four in the case of a young person. Staff are aware of the vulnerabilities of clients and the need to support safe disclosure and appropriate and joined up signposting between local agencies. It is dependent on contract funding from the local authority but has been in receipt of such since 1978, so the relationship is well established. Contracts run over a five-year period (three years confirmation with a two-year extension following review) after which providers must undertake a retendering process. Its current contract runs from September 2018 to September 2021 and it does not envisage any problems with this being extended. In recent years, the organisation has looked to build relationships with charitable foundations to enable it to respond to emerging needs and increasing demand that cannot be covered by the local authority resource. The volume of referrals relating to young people, particularly from schools, is evidence of the need for a new member of staff to support this client group. Funding is advised as follows:

***£127,500 over five years (£25,000; £25,250; £25,500; £25,750; £26,000) to cover the salary of a Young Persons Independent Domestic Abuse Advisor. Additional costs such as N.I and pension will be met by the applicant.***

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

The organisation's Floating Support Team is experiencing high demand and is unable to respond to all referrals. In recent years, it has experienced a rise in referrals from schools and agencies seeking advice and support for vulnerable young people, usually women. It attributes this to gang culture in the borough with young women being drawn into activities via boyfriends; hiding a weapon for a partner is common. Another reason is that the threshold at which a referral to social services can be made has increased, so a young person now needs to have been physically hurt to meet the referral threshold, rather than considered to be at risk of harm. Havering Women's Aid wishes to employ a YPIDVA over a five-year period, to address this gap. This worker will manage outreach and referrals and provide one to one support and signposting. A young person can access their support for an indefinite period. However, it is anticipated that intensive support over three months will address many immediate issues such as housing, sexual exploitation and enable referrals to drug and alcohol support services. Emphasis will be placed on building confidence and self-esteem and those accessing the Advisor will be encouraged to continue with education or training if appropriate. Havering Women's Aid evaluates its impact through both quantitative and qualitative means. It places focus on the latter by asking clients to verbally share "their journey" over a period. In doing so, it can pull out soft outcomes such as improved confidence and self-esteem, building positive relationships and the ability to make informed and safe choices. It is a member of the borough's Violence Against Women and Girls Network and works closely with a range of local services and partners including social services, maternity services, the homeless team, Rape Crisis and probation services.

### **Financial Information**

Havering Women's Aid has secured the majority of income for the year ending March 2020 and a sizeable proportion for the following financial year. Its current council contract runs until September 2021, after which a two-year extension is highly likely. The local authority is currently consulting on retendering every 10 years rather than five, which would be a significant help to the organisation in planning future activities and staffing. Whilst having confidence in the securing of local authority contracts beyond this point, in recent years it has worked to achieve grant income from charitable trusts generating £83,000 in the year ending March 2020. It is forecasting £108,000 of grant funding from this source in the following financial year, £63,000 of which has been secured. Free reserves are above the levels required and the deficit at year end in March 2020 and March 2021 is a result of payment in arrears by the local authority, so not assessed to be of concern.

In relation to the COVID-19 pandemic, the charity remains in a stable financial position due to its multi-year contracts with the local authority. Publicity of the underfunding of refuges for many years and the media coverage of the rise in domestic abuse during lockdown, may help create funding opportunities. In the last six weeks, HWA has received £5,000 from the London Community Response Fund for emergency food for women and children at its refuge. It has applied for and is waiting to hear from the Lottery Funding for Emergency Helpline Staff. If a grant is agreed the organisation is aware that it will have scope to use some of the funding for core costs though the salary costs are a priority at this point in time.

Year end as at March 2019	2019	2020	2021
	Signed Accounts £	Forecast £	Budget £
<b>Income &amp; expenditure:</b>			
Income	451,791	406,630	485,680
- % of Income confirmed as at	N/A	99%	78%
Expenditure	(405,713)	(407,917)	(493,007)
Total surplus/(deficit)	<b>46,078</b>	<b>(1,287)</b>	<b>(7,327)</b>
Split between:			
- Restricted surplus/(deficit)	40,489	(4,552)	(10,752)
- Unrestricted surplus/(deficit)	5,589	3,265	3,425
	<b>46,078</b>	<b>(1,287)</b>	<b>(7,327)</b>
Total expenditure	405,713	407,917	493,007
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	125,577	128,842	132,267
No of months of total expenditure	3.7	3.8	3.2
Reserves policy target	101,428	101,979	123,251
No of months of total expenditure	3.0	3.0	3.0
Free reserves over/(under) target	24,149	26,863	9,016

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## **CITY BRIDGE TRUST – Delegated Authority (Requests up to £250k)**

### **ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions\Older people (choice and control)**

**Islington Chinese Association**

**Ref: 15694**

**Amount requested: £248,896**

**Adv: Jack Joslin**

**Base: Islington**

**Benefit: Camden**

**Amount recommended: £248,900**

**Purpose of grant request:** To support and empower older Chinese people to have a voice, make sensible choices through accessible community support services and remain resilient and thrive.

#### **The Applicant**

Islington Chinese Association (ICA) was initially established in 1986 in China Town, primarily working with Cantonese speakers from Hong Kong who had come to this country to work in the restaurant trade but who spoke no English. The Islington Association followed to work with housebound and socially isolated Hong Kong Chinese. Some 10 years ago, the Cantonese restaurants started being taken over by mainland Chinese who speak Mandarin. They now devote considerable effort to bringing the two communities together. The ICA provides a wide programme of activities from a catholic church hall in Islington. This includes a wide range of health and wellbeing activities including martial arts, table tennis, karaoke, an opera group and a twice weekly lunch club. All activities are open to all but are primarily used by people of Chinese heritage.

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

This application is to fund a new post to deliver outreach to Chinese communities across London. The post holder will work with individuals to help them articulate their own needs and aspirations and create a harmonious Chinese community in London. The project will aim to recruit new volunteers particularly to provide welfare advice and mental health support. The Wellbeing Officer, once recruited, will establish a project steering group and implement an action plan for the project. The post will design and carry out extensive outreach across the Chinese community in London, developing and training a network of community-based volunteers. ICA is well connected to this community in London and will look to extend these connections to ensure that the hardest to reach older people can access services they need.

Since the lockdown began the need for a service like this has become more acute. The Chinese Community have suffered from negative stereotypes during the coronavirus pandemic which has further alienated some of the most isolated older people. ICA would like still to recruit a new post as they see this work as essential to supporting the Chinese Community during the re-build stages post pandemic. As a charity, having a multi-year funding award will help to underpin services as they develop different fundraising models going forward. The work will be adapted to the current changes in society. The Charity will use technology as a tool for engagement but also find other ways of ensuring the needs of individuals are met.

The use of community volunteers will become more essential to assess the needs and risks to older individuals.

### Financial Information

The Charity has stable turnover and receives income from a variety of sources. ICA currently holds reserves higher than the 6 months listed in its accounts. This provides the Charity with some comfort during these uncertain times and will help to mitigate the potential impact on unrestricted income caused by the Coronavirus Pandemic. The ICA holds quite significant restricted reserves, these are funds that are being raised to purchase a property for the Charity. The funds are held in reserve to achieve this purpose.

Year end as at 31st March	2019	2020	2021
	Signed Accounts	Forecast	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	239,526	244,531	241,327
- % of Income confirmed as at 04/06/2020	N/A	100%	22%
Expenditure	(246,809)	(221,288)	(240,233)
Total surplus/(deficit)	<b>(7,283)</b>	<b>23,243</b>	<b>1,094</b>
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	(7,283)	23,243	1,094
	<b>(7,283)</b>	<b>23,243</b>	<b>1,094</b>
Cost of Raising Funds	0	5,212	5,400
% Income	0%	2%	2%
Operating Expenditure (unrestricted)	153,802	122,188	139,961
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	67,658	90,901	91,995
No of months of operating expenditure	5.3	8.9	7.9
Reserves policy target	76,901	61,094	69,981
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(9,243)	29,807	22,015

### Funding History

Meeting Date	Decision
17/02/2011	£76,900 over three years (£25,500; £25,250; £26,150) for employment and running costs of a befriending and advocacy scheme for elderly people, subject to clarification of the financial position for 2011-12.

### Recommendation

The ICA has been operating for over 30 years and is grounded in the Chinese Community in London. Funding is being sought to employ a Well-Being Officer and associated project costs to deliver a community outreach scheme working with older Chinese people. This work has taken on a new importance since the Coronavirus swept across the world. Negative stereotyping of the Chinese Communities has had an impact on settled communities in London both socially and financially. This work will go some way to improving resilience amongst older members of the community,



ensuring that they are less isolated and have improved well-being. Funding is recommended as follows:

***£248,900 over 5 years (£48,600; £48,200; £49,300; £50,600; £52,200) towards the cost of a Full-Time Well-Being Officer (35hpw) and associated project costs and overheads to work with older Chinese People across London.***

**Approved.....**  
Chief Grants Officer /  
Deputy CGO

**Approved.....**  
Chair

**Approved.....**  
Deputy Chair

**Date.....**

**Date.....**

**Date.....**

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## CITY BRIDGE TRUST – Delegated Authority (Requests up to £250k)

### ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital\Capacity building support

**Money4Youth**

**Ref: 15945**

**Adv: Tim Wilson**

**Amount requested: £375,000**

**Base: Islington**

**Benefit: London-wide**

**Amount recommended: £150,000**

**Purpose of grant request:** To run and scale up a bespoke programme of support for BAMER led organisations in London. The proposed work focuses on increasing fundraising capacity, sustainability and operational excellence.

#### **The Applicant**

Established in 2014, Money4Youth is a Charitable Incorporated Organisation delivering financial literacy training across the UK and in sub-Saharan Africa. The founding CEO had a banking career before developing her interest in financial education and young people's money-management skills. She started her work through a money education club at a local primary school, which led to invitations to deliver similar schemes in secondary education and with local community organisations. Through her role as Chair of the Black Fundraiser's group at the Institute of Fundraising, she saw evidence of disengagement from black fundraisers which, at root, she believed was reflective of a lack of capacity.

In 2016, and with seed funding from the Tudor Trust, Money4Youth launched Avocado with its partners Race on the Agenda and BlackFundraisers UK (the latter a network hosted by the Institute of Fundraising). Avocado seeks to enhance the sustainability, financial capability and leadership of BAMER charities.

Since the organisation is working more widely than its original focus on schools, it is changing its name to Money4You. This will be ratified at its 2020 AGM (and subsequently with the Charity Commission).

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

Money4Youth seeks support to develop its Avocado capacity building programme for BAMER-led organisations. The Avocado initiative is built on evidence of a lack of diversity in the fundraising profession (e.g. Barrow Cadbury Trust's 2013 report "Who's Doing the Asking?" which identified the significant lack of paid fundraising staff from BAMER backgrounds). This in turn can result in BAMER organisations failing to receive fundraising advice which is suitable for their needs.

Avocado supports organisations to develop a better understanding of their strengths and the areas where development should focus. Work covers governance, planning, financial capability and fundraising. The programme is promoted through Money4Youth's own database, via BlackFundraisers UK, local infrastructure organisations and specialist media. Participant organisations typically have incomes of less than £100,000 pa. Applicants are selected against a standard scoring system

by a steering group involving partner organisations Race on the Agenda and BlackFundraisers UK.

Work begins with a diagnostic exercise developed initially by McKinsey and revised through previous delivery rounds. Each programme participant receives support over 6 – 9 months from one of the charity's four consultants who are all affiliated to the Institute of Fundraising. Money4Youth would like to accredit Avocado and has started discussions with Goldsmiths and City University to explore this further.

With Trust funding, Money4Youth will deliver intensive support to at least 50 organisations each year and provide online assistance to a wider group of 200 with support from the Charity Excellence Framework.

The organisation can adjust the Avocado programme to account for Covid. If, for example, lockdown was extended or reintroduced at a later date, then the diagnostic and support services could run virtually.

Tudor Trust's funding was for two years and came to an end in January 2020. The charity secured continuation support from the Nisa retail chain's Making a Difference Locally charity. Operations have been relatively modest to date, and Money4Youth now wishes to put the programme on a more sustainable footing and scale it. The charity wishes to build free reserves, diversify its income streams and hire its first staff members (for management and administration).

Your officer judged the original request to be too large and for too long given the organisation's modest turnover. In line with the Trust's policy to fund no more than 50% of turnover, Money4Youth has confirmed it is comfortable with the revised funding recommendation. As a capacity building organisation, should Money4Youth be successful in scaling its work, the charity could return for continuation funding and the Trust could consider a larger grant, albeit within the parameters of current policy.

### **Financial Information**

The charity has had quite modest turnover to date, growing recently with funding from Tudor Trust. The grant requested from City Bridge Trust is not included in the forecast and budget figures shown in the table below.

The 2019 accounts show limited spend against the restricted income received. This reflects the phasing of work, which has been aligned to academic years. The charity received its Tudor funding in 2019 and carried forward into 2020 for delivery. The significant deficit on restricted funds in 2020 reflects this.

At time of writing this report, and with two weeks to go until the end of the charity's financial year, Money4Youth has secured 94% of its 2020 forecast income. It reports that it is confident of securing the balance by year end. Your officer does not expect Covid to have any significant impact on the charity's finances.

Year end as at 18th June	2019	2020	2021
	Examined Accounts	Forecast	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	99,683	63,736	81,000
- % of Income confirmed as at 5th June	n/a	94%	0%
Expenditure	(36,252)	(101,736)	(61,000)
Total surplus/(deficit)	<b>63,431</b>	<b>(38,000)</b>	<b>20,000</b>
Split between:			
- Restricted surplus/(deficit)	(1,838)	(51,711)	9,000
- Unrestricted surplus/(deficit)	65,268	13,711	11,000
	<b>63,430</b>	<b>(38,000)</b>	<b>20,000</b>
Operating expenditure (total funds)	36,252	101,736	61,000
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	756	14,467	25,467
No of months of operating expenditure	0.3	1.7	5.0
Reserves policy target	9,063	25,434	15,250
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(8,307)	(10,967)	10,217

### Funding History

Meeting Date	Decision
30/01/2020	Application withdrawn based on advice from the Trust.

### Recommendation

Support from City Bridge Trust at this stage would help Money4Youth to develop its offer. The Avocado programme has benefited from Tudor Trust funding and the input of well-regarded partners such as Race on the Agenda and BlackFundraisers UK. Funding is recommended as follows:

***£150,000 over three years (3 x £50,000) towards Money4Youth's Avocado fundraising capability and financial sustainability programme for BAMER organisations in London.***

Approved.....  
Chief Grants Officer /  
Deputy CGO

Approved.....  
Chair

Approved.....  
Deputy Chair

Date.....

Date.....

Date.....

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**MEETING: Delegated Authority****Ref: 15909****ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions****Mosac****Amount requested: £112,362****Amount recommended: £112,500****Adv: Clare Payne****Base: Lewisham****Benefit: London-wide****The Applicant**

Mosac is a registered charity and company limited by guarantee. Founded over 27 years ago by four Mum's whose children had been sexually abused, it supports the non-abusing parents and carers of children who have been sexually abused. Its holistic services support clients along every step in their recovery – it provides a national helpline, parent counselling and peer therapy, and play therapy to child victims of sexual abuse and their siblings. It relies heavily on volunteers, has ten part-time members of staff and eight trustees. It is a national organisation with a London focus, only delivering face to face activities, counselling and play therapy at a base in Lewisham. Since 1992, it has supported over 50,000 child victims and their protective non-abusing families.

**The Application**

Mosac is requesting funding over three years to employ a Peer and Volunteer Support Worker to expand its volunteering programme. It anticipates this individual would recruit 150 volunteers by 2022. Mosac describes its trained volunteers as the "lifeblood" of the organisation, enabling it to transform how people with lived experience of child sexual abuse can participate, contribute and connect. This worker will recruit additional volunteers to support vulnerable families; lead on and work with volunteers to further develop a peer support group and wellbeing activities; empower those with an experience of child sexual abuse to co-design services; and enhance support for other volunteers with lived experience of sexual abuse. The worker will also build awareness and trusting relationships with communities at higher risk of child sexual abuse. The latter is something Mosac has been keen to prioritise for some time, but not had the resources to deliver.

**The Recommendation**

Mosac understands and can respond to the needs of its clients at varying stages in their recovery journey. Individuals access support, in the first instance, via its helpline. Many are referred via CAHMS, the NSPCC, Barnados or MIND. It is a member of the Survivors Trust and works closely with local agencies to ensure its clients are signposted for additional support with family law or housing issues if needed. It has a dedicated staff team and has recently recruited new board members. Over a period of many years, it has developed and honed its model of support for non-abusing parents by engaging clients with the design of its services. Its volunteer model is integral to the delivery of these and it is keen to engage volunteers who have been previous users of its services and/or whom have personal experience of sexual abuse. Training for volunteers is comprehensive. Individuals undergo a mandatory four-day training and may receive additional training depending on the role they fill - taking calls on the helpline, staffing reception or delivering counselling. All counsellors receive clinical supervision from a staff member and there is a clear safeguarding process for all volunteers to follow. Mosac operates a listening culture, so if a volunteer wishes to speak about a client out of scheduled supervision, a staff member is available. This is very important for

volunteers who have had a previous experience of sexual abuse. Funding is advised:

***£112,500 over three years (£28,800; £40,900; £42,800) towards costs of a Peer and Volunteer Support Manager. A proportion will also be allocated to the salary of a Training Manager, overheads and volunteer costs.***

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

Some clients will be at crisis point when they contact Mosac. However, the majority, will have separated from the abusive parent and their children will already be under a protection plan. Many will have reached a point at which they are seeking support from wider services. Clients report to Mosac that many services and frontline workers are primed to deal with the primary victim of sexual abuse, but find it challenging to respond to the very specific experience of a non-abusing parent. Mosac fills this gap, providing one to one counselling and access to other parents and families with a shared experience. It reports that its model is not delivered by any other organisations in the capital, though there is a charity with a similar approach in Dorset called 'Act First'. The Peer and Volunteer Support Worker will bring vital capacity to the staff team through the recruitment of 150 volunteers over three years, which will enable it to reach over 800 London based child victims of sexual abuse and their protective families.

### **Financial Information**

The majority of Mosac's income is from charitable trusts. This affords it a degree of security, with many of these extending beyond March 2021: Big Lottery Community Fund grant received in January 2020 (£475,000 over five years), a grant from Lloyds Bank Foundation (£73,000 over three years concluding in 2022) and an unrestricted grant from the Henry Smith Charity (£105,000 over three years, running until April 2021). A continuation grant is in development for the latter. Mosac is also working up a proposal for further funding from Children in Need as its main grant concludes in October 2020. It has received funding from this source for 11 years and is confident of further support. As of the end of March 2020, its free reserves were just below its target of three months. It needs to build these back up, particularly as it is awaiting decisions on £180,000 of grant income for the year ending March 2021. This includes bids to seven charitable funders, including City Bridge Trust. It had previously received a significant grant from the Mayor's Office for Policing and Crime (MOPAC), which was supposed to reopen in January 2020. However, it has been delayed until later this year. Mosac will apply to this once it reopens and is reasonably confident of success. The impact of the COVID-19 pandemic on it has not been felt financially, but demand for its services has increased. It may be able to benefit from emergency pots of funding announced in relation to the rise in domestic abuse, food poverty etc, but will require ongoing monitoring from City Bridge Trust in relation to fundraising.



Year end as at March 2019	2019	2020	2021
	Signed Accounts	Forecast	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	249,079	378,186	430,471
- % of Income confirmed as at	N/A	100	55%
Expenditure	(233,728)	(311,379)	(396,500)
Total surplus/(deficit)	<b>15,351</b>	<b>66,807</b>	<b>33,971</b>
Split between:			
- Restricted surplus/(deficit)	21,078	45,481	17,114
- Unrestricted surplus/(deficit)	(5,727)	21,326	21,857
	<b>15,351</b>	<b>66,807</b>	<b>38,971</b>
Total Expenditure	233,728	311,379	396,500
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	45,853	67,179	89,036
No of months of operating expenditure	2.4	2.6	2.7
Reserves policy target	58,432	77,845	99,125
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(12,579)	(10,666)	(10,089)

**Approved**.....  
Chief Grants Officer /  
Deputy CGO

**Approved**.....  
Chair

**Approved**.....  
Deputy Chair

**Date**.....

**Date**.....

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## **CITY BRIDGE TRUST – Delegated Authority (Requests £50,001 to £100k)**

### **ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital\Voice & leadership**

**Race On The Agenda**

**Ref: 15923**

**Amount requested: £260,000**

**Adv: Geraldine Page**

**Base: Islington**

**Amount recommended: £85,200**

**Benefit: London-wide**

**Purpose of grant request:** A contribution to the core costs of the organisation.

#### **The Applicant**

ROTA is a membership organisation and leading social policy think tank on issues that affect Black, Asian, Minority Ethnic and Refugee (BAMER) communities. It also aims to strengthen the voice of BAMER communities through increased civic engagement and participation in society. ROTA achieves this by working with BAMER communities and the BAMER sector and by informing, influencing and increasing the awareness of decision makers, policy makers and stakeholders in the public, private, voluntary and community sectors. ROTA has been actively involved in the development and implementation of The Way Ahead<sup>1</sup> and was a recipient of funding from your Bridge Fund<sup>2</sup> with two grants of £50,000 and £25,000 respectively. It also holds a Cornerstone Fund<sup>3</sup> grant on behalf of a partnership of Race Equality Organisations for a programme of media engagement.

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

ROTA seeks core funding towards staff and running costs. The organisation's core services are eligible under your programme for Connecting the Capital, with the vast majority of its work based in London.

As the Corona virus exposes and exacerbates the inequalities within society, the disproportionate impact on BAME communities and the socio-economically disadvantaged communities within education, employment, health, housing and criminal justice has been stark. At the same time the pandemic has had a worrying effect on the income for BAME and race equality charities and their ability to secure grant and other forms of funding. As the population starts to come out of isolation and social distancing the extent of the inequalities will become more apparent. Many community organisations providing vital frontline services to marginalised communities are no longer able to do so under lockdown. ROTA has always worked with grassroots community organisations, building their capacity to have a voice at policy level. Rota is one of two organisations providing the secretariat for the Coalition for Race Equality and has recently organised a joint letter from CORE to the Prime Minister and other leading Government Departments. The letter raises a

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<sup>1</sup> The Way Ahead is a collaboration which aims to improve, and secure the future of, civil society support by putting London's communities at the heart of what we do.

<sup>2</sup> The Bridge Fund was a 'pot' of £1m which you established to enable organisations previously funded by London Councils to remain engaged with The Way Ahead.

<sup>3</sup> The Cornerstone Fund is the Anniversary Infrastructure Support programme of £3m originally which you have developed in partnership with a cross-sectoral advisory group and in consultation with the voluntary sector in London.

number of issues about the effects of COVID 19 on BAME individuals and communities including funding. When the UK comes out of lockdown frontline organisations will need support more than ever before. ROTA's core work focuses on maintaining and developing its membership network of 1,700 organisations and individuals who shape its services and activities. It engages with leaders and activists in the BAMER and the wider voluntary sector, facilitating conferences and events bringing the voluntary sector and policy-makers in the public sector together, and coordinating a range of projects in various areas of equality policy and practice. In delivering an effective response to race discrimination and racism ROTA works collaboratively with partners and allies in the voluntary sector through networks such as CORE, HEAR and London Plus. Furthermore, it engages with policymakers and service leads in public bodies (e.g. local authorities, GLA, NHS structures, the Race Disparity Unity etc) to highlight issues of inequality and exclusion of BAMER communities in relation to access to services and to develop strategies to address these.

Originally ROTA requested an amount that is higher than allowed for your core grants i.e. up to maximum of 10% of an organisation's annual turnover and tapered in subsequent years. This has been corrected and is reflected in the recommended amount being lower than the original request. Your Officer is also recommending a grant for three years rather than five given the current uncertainty with COVID 19. There will still be the option for ROTA to apply for a further 2 years as a continuation funding.

### **Financial Information**

Unconfirmed income for 2020-21 includes this application to the Trust, which is being recommended at a reduced amount. You will see from the table below that the 2020-21 budget shows that free reserves will be below the target of three months of total expenditure. The overwhelming majority of ROTA's funding is in the form of restricted grants, which do not always cover the true full costs of a project and can leave a restricted deficit. However, the trustees are aware of the need to maintain reserves at the target level by, for example, by making savings on overheads when possible and by increasing opportunities for earned income such as through the provision of training and/or consultancy. The financial forecasts were prepared before the Covid 19 emergency and so like the sector as whole there will be an impact on future income unknown currently. However, your Officer has spoken with the organisation and it has a clear plan to adapt services and use technology to continue its work and networks. This includes developing virtual training modules on the Equalities Act and as part of the Cornerstone Communications Project, which in the future could be a source of income. ROTA will need to raise additional funds from elsewhere, but a grant as advised would provide some leverage. Your support will be vital in the months ahead to help the organisation through uncertain times.

Year end as at 31 March	2019	2020	2021
	Signed Accounts	Forecast	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	309,011	190,536	255,320
- % of Income confirmed as at 15/4/20	N/A	100%	77%
Expenditure	(315,945)	(223,348)	(290,010)
Total surplus/(deficit)	<b>(6,934)</b>	<b>(32,812)</b>	<b>(34,690)</b>
Split between:			
- Restricted surplus/(deficit)	(3,192)	(18,340)	(29,909)
- Unrestricted surplus/(deficit)	(3,742)	(14,471)	(4,781)
	<b>(6,934)</b>	<b>(32,811)</b>	<b>(34,690)</b>
Total Expenditure	315,945	223,348	290,010
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	76,862	62,391	57,610
No of months of total expenditure	2.9	3.4	2.4
Reserves policy target	78,986	55,837	72,503
No of months of total expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(2,124)	6,554	(14,893)

### Recommendation

ROTA is a leading race equality organisation which has considerable reach. This project is very timely given the current climate and this project aims to amplify the voice of the BAMER sector and increase its influence.

**£85,200 over 3 years (£30,900, £28,400, £25,900) as contribution towards the core costs of the organisation.**

Approved.....  
Deputy Chief Grants Officer

Date.....

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**MEETING: Delegated Authority**

**Ref: 15924**

**ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital**

**Standing Together Against Domestic Violence**

**Adv: Gilly Green**

**Base: Hammersmith & Fulham**

**Amount requested: £277,600.00**

**Benefit: London-wide**

**Amount recommended: £180,000**

**The Applicant**

Standing Together Against Domestic Violence's (STADV's) ambition is to eradicate domestic abuse by transforming the way organisations and individuals think about, prevent and respond to it. Through partnership working with the Police; social justice organisations; healthcare workers; and charities its work is focused on achieving safety for survivors and accountability for perpetrators.

**The Application**

Poor communication and gaps between services can put survivors at risk. This second-tier organisation has pioneered the well-known Co-ordinated Community Response to domestic abuse which brings together the different services involved to ensure local systems can deliver best practice. Joint working has improved significantly but elements of the community response are not as embedded as they could be. This application is to build on the work of SAFE, a project initiated by STADV and previously funded by Esmee Fairbairn Foundation to tackle the limited engagement between faith-based organisations and domestic abuse specialists. Last year SAFE brought together over 100 experts, practitioners, professionals and grassroots community activists to identify what was needed to develop closer relationships and better joint working. Lots of ideas were generated and a formal coalition comprising 12 representatives from faith-based bodies and leading specialist domestic abuse agencies was launched on 6<sup>th</sup> March 2020. The coalition, supported by STADV has identified targeted workstreams to develop accredited national training on faith and "Violence Against Women and Girls" (VAWG) and set up referral pathways to specialist agencies from community organisations within faith and BAME communities. The work also aims to ensure that issues around domestic abuse and faith are better heard and better represented in the policy arena, leading to better decision making at national and local level. The application is to support a dedicated post to deliver this work in London and provide a contribution to project and management costs.

**The Recommendation**

This is slow, sensitive and skilled work but the project has begun to gain a trusted and credible reputation amongst the VAWG and faith-based sectors and with local authorities in London including in Waltham Forest, Haringey and Islington. The opportunity to engage more faith-based organisations through a rolling programme of dialogue, training and capacity building will mean that more women of colour can be reached and supported. The budget includes two posts (manager and administrator), an annual conference (which in 2020 will need to be re-thought) and management costs which appear high. Your officer therefore recommends a reduced grant as a contribution towards the project as follows:

**£180,000 over 3 years (3 x £60,000) towards the project manager salary, overheads, management contribution and project costs.**

**Funding history**

None

**Background and detail of proposal**

Traditionally relationships between some feminist women's organisations and faith-based groups have been hard to establish but this Coalition is modelling cross sector working by including Anglican, Catholic and Islamic contributors alongside established VAWG organisations such as Respect, Women's Aid, Jewish Women's Aid and Forward. With deep relationship building and meaningful connections, there is a real opportunity to reach women in ways that matter to them. This work is critical if women of colour and faith communities are to be better supported. It will ensure earlier interventions for survivors by raising awareness within communities, highlighting and dismantling the barriers and improving access to support. In year 1 the project will develop and test comprehensive training resources, followed by the delivery of 6 training programmes per year to specialist organisations and/or faith groups. Whilst a face to face annual conference planned for this year to share best practice, learning and innovations will likely need to be adapted, STADV believes there is still considerable appetite for this work, despite the challenges of Covid 19.

**Financial Information**

STADV has a very diverse range of funding sources from national and local government, Trusts and Foundations. 2018-19 was a year of exceptional growth and STADV saw an increase in income of 53%. This was due to nationally funded pioneering work to the value of around £1m around domestic abuse, health and housing. The project came to an end in 2019. There was a further rise in 2020 but a lack of central government initiatives this year has seen income and expenditure drop considerably. The budget for 2021 shows a deficit of £80K but STADV has several emergency and other applications in the pipeline and hopes this will plug the gap. Expenditure will be reduced if funds are not forthcoming. Since the pandemic struck, most STADV funders have shown flexibility around delivery times and 100% of income secured for 2021 has been confirmed by funders. The general fund is very low at £14K, but Trustees have confirmed that they could free up a proportion of the designated funds currently set aside for loss of income or orderly wind up if required.



Year end as at 31 MARCH	2019	2020	2021
	Signed Accounts	Forecast	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	2,412,983	3,123,132	1,491,618
- % of Income confirmed as at 24TH April 20	N/A	100%	100%
Expenditure	(2,439,023)	(3,086,523)	(1,562,454)
Total surplus/(deficit)	<b>(26,040)</b>	<b>36,609</b>	<b>(80,836)</b>
Split between:			
- Restricted surplus/(deficit)	(855)	0	0
- Unrestricted surplus/(deficit)	(25,185)	36,606	(80,836)
	<b>(26,040)</b>	<b>36,606</b>	<b>(80,836)</b>
Operating Expenditure (unrestricted)	535,615	741,109	721,816
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	214,924	251,530	170,694
No of months of operating expenditure	4.8	4.1	2.8
Reserves policy target	133,903	185,277	180,423
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	81,021	66,253	(9,729)

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	<b>8<sup>th</sup> July 2020</b>
<b>Subject:</b> Applications Recommended for Rejection	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Decision</b>
<b>Report author:</b> Scott Nixon, Head of Director's Office	

## Summary

This report and the accompanying schedule outlines a total of **8** 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 8 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
<b><u>Bridging Divides</u></b>							
<b><u>Advice and Support</u></b>							
December 2019	15929	RFEA - The Forces Employment Charity	Continuation of a programme to support Veterans in London into Employment.	The main focus of this application is on employment outcomes which falls outside your priorities.	£201,840	Jenny Field	Westminster
<i>Total Advice and Support (1 item)</i>					£201,840		
<b><u>Connecting the Capital</u></b>							
September 2019	15682	Central YMCA	We want to offer the older people of London (50+) the opportunity to improve their physical and mental health and feelings of isolation and loneliness through engagement with them.	A confused application. It is hard to see how this work would function separately to CYMCA's well-established Older Adults Programme which covers a wider age group than for the Trust's priorities, or that sufficient research and consultation has been carried out to establish the need and demand for this additional service.	£282,550	Lily Brandhorst	Camden
February 2020	16004	The Childhood Trust	To fund an additional development officer, whose focus would be to raise money from London companies, to support London's child poverty charitable sector.	The charity seeks a grant to employ a corporate fundraiser, which is not something your Trust typically funds. Whilst the work the organisation delivers (raising funds for and making grants to child poverty alleviation charities) is welcome, its activities do not currently fit within City Bridge Trust's programme priorities	£90,000	Tim Wilson	Westminster

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
December 2019	15922	Friends of One Tower Bridge Road	Walking through Walls is a project using the arts, such as crafting, dance, theatre, and music, to combat social isolation and bring everyone together as one community.	An organisation which arranges services for a specific care home. The grant request is considerably more than 50% of the organisation's annual turnover, based on the most recent set of accounts.	£9,980	Sandra Davidson	Westminster
February 2020	16010	in2scienceUK	To support more young people from low income backgrounds gain the confidence, leadership skills and knowledge to reach their potential in STEM careers through the in2scienceUK programme.	An application for a technical training scholarship programme for young people from disadvantaged backgrounds and as such does not describe work that falls inside the Trust's programme priorities and therefore cannot be funded.	£62,500	Tim Wilson	Camden
December 2019	15913	Trailnet CIC	To provide inclusive cycling opportunities to those for whom access to cycling is problematic due to a range of health conditions.	The organisation is a CIC with only two directors at the time of assessment and as such does not meet your governance requirements.	£50,964	Natalie Jordan	Barking & Dagenham
<i>Total Connecting the Capital (5 items)</i>					£495,994		
<b><u>Positive Transitions</u></b>							
July 2019	15626	Foundation for Women's Health Research and Development (FORWARD)	To tackle violence against women and girls within African communities in London through providing holistic specialist services, developing women's agency and knowledge on rights and strengthening community based preventive work	During assessment your officer was not reassured that the two postholders would be working exclusively with Londoners. One of the job descriptions covered supporting projects in a number of African nations, and the other had a UK-wide remit.	£160,000	Shegufta Slawther	Hammersmith & Fulham
January 2020	15984	You Make It	To ensure that we deliver 6 back-to-back empowerment programmes, each for 25 unemployed and underemployed, marginalised women across a 3- year period.	The proposal is to offer employment support and personal development programmes and does not meet your specific priorities.	£91,940	Jenny Field	Hackney
<i>Total Positive Transitions (2 items)</i>					£251,940		

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
<b>Grand Totals</b>					£949,774		

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	8th July 2020
<b>Subject:</b> Funds Approved or Declined Under Delegated Authority	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> 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 (£250,000 or less)

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
15753	Aanchal Women's Aid	23/06/2020	£166,715 over five years (£33,336; £32,167; £33,615; £33,466; £34,131) for salary costs for the f/t advisor/advocate post, volunteer expenses and a contribution to core costs.	£166,715
15869	Age UK Enfield	24/06/2020	£131,000 over 3 years (£43,100; £43,600; £44,300) for the salary and related costs of a Fit for Life Manager and volunteer expenses.	£131,000
15892	Artbox London	13/05/2020	£59,000 over 2 further and final years (2 x £29,500) to support the charity's core work with a contribution towards the Director's and Arts Coach's salaries.	£59,000
15681	Action for Stammering Children (ASC)	21/05/2020	£213,360 over five years (5 x £42,672) towards the costs of providing specialist consultations; group intensive courses; and top-up support for young Londoners who stammer, with a contribution to overheads.	£213,360
15633	Baytree Centre	19/05/2020	£74,000 over two further and final years (2 x £37,000) towards the salary of two p/t ESOL tutors (18 hpw each) and associated project running costs for the English Breakthrough project.	£74,000
15877	Camden Giving	24/06/2020	£140,000 over three years (£50,000, £45,000, £45,000) as core funding contributions towards the Director and Assistant Director posts.	£140,000
16698	Centre for ADHD & Autism Support	21/05/2020	A one-off, unrestricted grant of £4,290, equivalent to a quarter of Centre for ADHD & Autism Support's annual funding received via the Harrow Heads Up Consortium.	£4,290
16003	Citizens Advice Hammersmith & Fulham	17/06/2020	£146,800 over 3 years (£49,000, £48,400, £49,400) for a f/t community outreach senior adviser and associated project costs to provide outreach advice to communities who do not usually access mainstream advice services.	£146,800



Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
15693	Dream Arts	12/06/2020	£94,200 over three years (£29,580, £32,120, £32,500) towards the salaries of the Project Director (2 dpw), Project Co-ordinator (1.5 dpw) and a contribution towards overheads and supervision.	£94,200
15773	EACH Counselling and Support	21/05/2020	£116,900 over two years (£57,300, £59,600) for the full-time salary of the Project Lead and associated project costs for the Connect and Change for Better Health project.	£116,900
15882	East London Out Project	17/06/2020	£99,000 over two further and final years (£49,500 x 2) for the salary of a full-time Service Administrator; costs of supporting volunteer counsellors; and overheads of a counselling service.	£99,000
16917	The Foundation for Social Improvement	21/05/2020	A one-off, unrestricted grant of £2,950, equivalent to one regular quarterly payment for the organisation's current grant.	£2,950
17078	Freightliners City Farm	10/06/2020	A one-off, unrestricted grant of £10,100, equivalent to one regular quarterly payment for the organisation's current grant.	£10,100
15910	Gingerbread	21/05/2020	£131,000 over two years (£66,700, £64,300) for a f/t Development Officer and associated project costs.	£131,000
17305	Greater London Authority	08/07/2020	£19,675 for emergency food bank re-supply costs. COVID19	£19,675
15760	Hammersmith United Charities	17/06/2020	£180,000 over five years (£47,000; £43,000; £37,000; £31,000; £22,000) in core funding for the UNITED in Hammersmith & Fulham place-based giving scheme. Release of funding is contingent on the continued engagement with the London's Giving network, its principles, and its metrics for monitoring and evaluation.	£180,000
15605	Haringey Migrant Support Centre	19/05/2020	£45,000 over two years (£22,500, £22,500) towards the part-time Destitution Coordinator 1dpw and a contribution towards the part-time Caseworker 2dpw, and associated project costs.	£45,000

<b>Ref</b>	<b>Organisation</b>	<b>Disposition Date</b>	<b>Grant Recommendation</b>	<b>Recommended Amount</b>
15885	Hestia Housing & Support	19/05/2020	£70,200 over two further and final years (£34,700; £35,500) for the full-time salary and related costs of a Children and Family Worker at the Hammersmith and Fulham refuges.	£70,200
15697	Hillingdon Refugee Support Organisation	19/05/2020	£65,700 over two years (£33,400; £32,300) towards the staff and project costs for the BHUMP LET project.	£65,700
15880	Kingston Voluntary Action	24/06/2020	£175,140 over 4 years (£47,326; £42,776; £43,008; £42,030) towards the Director's salary and running costs.	£175,140
15583	Maa Shanti	24/06/2020	£93,500 over five years (£19,000; £17,500; £18,000; £20,000; £19,000) towards the costs of a 0.6 FTE Outreach Support Worker; the costs of securing an Advice quality mark and a contribution to running costs.	£93,500
16697	Mosaic LGBT+ Young Persons' Trust	21/05/2020	A one-off, unrestricted grant of £3,340, equivalent to a quarter of Mosaic LGBT+ Young Persons' Trust's annual funding received via the Harrow Heads Up Consortium.	£3,340
15423	Mousetrap Theatre Projects	19/05/2020	£84,500 over three years (£27,700, £28,000, £28,800) for the project costs of delivering 12-week programmes across two hostels in Westminster and Haringey.	£84,500
15671	Redbridge Respite Care Association	24/06/2020	£158,100 over 3 years (£53,200, £52,300, £52,600) towards the costs of a p/t Family Liaison Officer and p/t Wellbeing Support Worker and associated project costs to deliver an empowering wellbeing service to carers and people with dementia in Redbridge.	£158,100
15453	River House Trust	12/06/2020	£87,500 over five years (£19,210; £16,550; £16,820; £17,240; £17,680) towards 0.2 FTE Social Worker; volunteer expenses; travel reimbursement for ten beneficiaries; and administration costs of the foodbank and support service.	£87,500

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
15888	Room to Heal	21/05/2020	£185,400 over 5 years (£36,000, £36,600, £37,100, £37,600, £38,100) for a 0.6 fte Caseworker and a 0.4 fte Psychotherapist and associated running costs to provide individual and group therapeutic interventions for people who have survived torture to rebuild their lives.	£185,400
15653	ROYAL SCHOOL FOR THE BLIND	17/06/2020	£124,000 over three years (£39,000; £45,000; £40,000) for staff and running costs of the Every Day in Focus programme, providing training, awareness raising, and improving access to eye care for Londoners with learning disabilities and autism.	£124,000
15873	Social Farms & Gardens (SF&G)	24/06/2020	£139,600 over two years (£68,700, £70,900) for the PT London Project Officer (3 dpw) and PT London Support Project Officer (2 dpw) and associated project running costs.	£139,600
15993	The Spitz Charitable Trust	17/06/2020	£20,000 over two years (2 x £10,000) towards the costs artists to lead music sessions, directors' fees and a social celebration.	£20,000
16574	Sport4Health Community Interest Company	05/06/2020	£20,000 over two years (2 x £10,000) to provide weekly badminton sessions for 2hpw for older people at the Battersea Sports Centre.	£20,000
15686	St Christopher's Fellowship	21/05/2020	£176,400 over 5 years (£34,500; £34,450; £35,100; £35,800; £36,550) for a f/t Life Skills Officer and associated project costs.	£176,400
15870	St Joseph's Hospice	12/06/2020	£80,400 over two further and final years (£39,700; £40,700) towards salary costs of a Care Manager and Administrator (both 0.5FTE) and activity costs of supporting people with dementia nearing the end of life and their carers in Newham.	£80,400
15988	Tower Hamlets Friends & Neighbours	24/06/2020	£196,440 over 5 years (£40,840; £36,980; £39,340; £39,440; £39,840) for salary, volunteers' expenses and management costs.	£196,440

<b>Ref</b>	<b>Organisation</b>	<b>Disposition Date</b>	<b>Grant Recommendation</b>	<b>Recommended Amount</b>
15994	Trees for Cities	11/06/2020	£50,000 to Trees for Cities to engage consultants to review the business plan, financials, consult and engage with councils and local London communities and website development, enabling the charity to apply for social investment.	£50,000
<b>Grand Totals</b>				£3,364,210

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	8 <sup>th</sup> July 2020
<b>Subject:</b> Withdrawn & Lapsed Applications	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> 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

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## Withdrawn or Lapsed Applications

Ref	Organisation	Purpose of Request	Withdrawn / Lapsed Reason
16000	Came Women And Girls Development Organisation	We want to support disadvantaged adults in poor health, social isolation once a week. Services are offered and delivered in a context of inclusion, accessibility and equality.	Applicant has decided to withdraw application in light of the current pandemic.
16016	Friends of Cumberland Nursing Home	To equip members of the local community to volunteer in a care home with challenging clients that have Mental Health Issues.	Applicant has decided to withdraw its application to review its financial position. Will be submitting an application at a later stage.
15712	Index on Censorship	We work with under-represented and marginalised communities whose free speech is removed, and we work with them to train them to be free speech advocates and to strengthen their voices.	Application lapsed - since an assessment call in April the organisation has failed to update your officer on whether or not they want to proceed with the application. During assessment it was clear there were elements of the project that fell outside of London a revised plan on how the funding would be utilised for London only had been requested, which has subsequently not been received.
<b>Grand Totals (3 items)</b>			

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	8 <sup>th</sup> July 2020
<b>Subject:</b> Variations to Grants/Funds Awarded	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> 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.

### **Middlesex ITeC Ltd (ref 15345 and 16099)**

The above organisation – a Small Grant recipient in May 2019 – was also awarded an unrestricted grant of £2,250 in March 2020 as part of your scheme to support small charities feeling the financial impact of the pandemic. The organisation subsequently contacted your officer to say that it could not draw down the original Small Grant as it was unable to deliver the intended project and, therefore, could also not accept the unrestricted grant. Both of these grants – totalling £11,250 – have been revoked.

Total sum revoked: £11,250

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust Committee	<b>8th July 2020</b>
<b>Subject:</b> City Bridge Trust Communications & Events Attended	<b>Public</b>
<b>Report of:</b> The Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> 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 10/03/20 and 19/06/20 against some of the audiences identified in the communications vision. This shows continued levels of engagement against our audiences.
2. Appendix 2 provides a detailed breakdown of the media activity supporting delivery of your Communications Strategy during this period, led initially by Kristina Drake, City of London Media Officer, and then by her replacement, Tim Fletcher.
3. Some of the grants awarded during this unusual period were covered in several media outlets, including a grant to the Macular Society in Optician Online and a grant to the Aurora Foundation in City Matters, Camden charity Castlehaven Community Association, Centre for Accessible Environments, Age UK and Kids Can Achieve, amongst others.
4. The establishment of the London Community Response Fund, the £1m grant by the CBT, and consequent LCF developments and grants awarded were widely reported in several national media outlets including the Guardian, BBC Radio, Charity Times and Third Sector, and extensively in London based media.

5. With regards to events, given the social distancing and Government lockdown, ability to attend events was severely restricted, and most events were cancelled. However, Members and Officers were able to virtually attend several seminars and events and some details are outlined on Appendix 3.

**Catherine Mahoney**

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## **Appendix 1: Key Audience Groups**

\* 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.

**Media Coverage**  
**11<sup>th</sup> March – 19<sup>th</sup> June 2020**

<b>Audience</b>	<b>Face to face</b>	<b>Online and Printed Media channels</b>	<b>Online content</b>	<b>Audience</b>	<b>Face to face</b>
City Bridge Trust – London Community Response	City Matters	City Bridge Trust will provide £1m to help small voluntary and community organisations cope with the Covid-19 outbreak.	London	19/03	<a href="#"><u>City Matters</u></a>
	The Guardian	See above	National	19/03	<a href="#"><u>The Guardian</u></a>
	BBC Radio London	See above	National	19/03	<a href="#"><u>BBC Radio London news bulletins [link unavailable]</u></a>
	Londonist blog	See above	London	19/03	<a href="#"><u>Londonist blog</u></a>
	Charity Times	See above	Trade	19/03	<a href="#"><u>Charity Times</u></a>
	ExecReview	See above	Trade	19/03	<a href="#"><u>ExecReview</u></a>
	Charity Today	See above	Trade	19/03	<a href="#"><u>Charity Today</u></a>
City Bridge Trust	Third Sector	Almost 100 funders have signed a joint statement pledging support to civil society groups affected by the coronavirus pandemic. David Farnsworth, Director and Chief Grants officer of City Bridge Trust, is quoted.	Trade	16/03	<a href="#"><u>Third Sector</u></a>
	UK Fundraising	See above	Trade	19/03	<a href="#"><u>UK Fundraising</u></a>
City Bridge Trust – London Community Response	Third Sector	David Farnsworth is quoted in further coverage of the £1m to help small voluntary and community organisations cope with the Covid-19 outbreak.	Trade	19/03	<a href="#"><u>Third Sector</u></a>
City Bridge Trust – Macular Society	Optician Online	An £85,000 City Bridge Trust grant has been awarded to the Macular Society for its peer support groups and services across Greater London	Trade	17/03	<a href="#"><u>Optician Online</u></a>
City Bridge Trust – London	City AM	The City of London Corporation calls on Square Mile firms to donate	London	22/03	<a href="#"><u>City AM</u></a>

Community Response		money to the London Community Response Fund to help organisations dealing with the fallout from the coronavirus pandemic.			
	BBC Radio London	See above	London	22/03	<u>BBC Radio London [accessible internally only]</u>
	The London Economic	See above	London	22/03	<u>The London Economic</u>
	City Matters	See above	London	23/03	<u>City Matters</u>
	Better Society	See above	Trade	23/03	<u>Better Society</u>
	Third Sector	See above	Trade	23/03	<u>Third Sector</u>
	Civil Society	See above	Trade	25/03	<u>Civil Society</u>
	New Start	See above	Trade	25/03	<u>New Start</u>
	UK Fundraising	See above	Trade	26/03	<u>UK Fundraising</u>
	Harrow Online	See above	Local	26/03	<u>Harrow Online</u>
City Bridge Trust – London Community Response	Civil Society	Coverage of the London Community Response Fund, set up by City Bridge Trust and the Greater London Authority to help organisations dealing with the fallout from the Covid-19 pandemic	Trade	03/04	<u>Civil Society</u>
	London Post	See above	London	27/03	<u>London Post</u>
	Sustain	See above	Trade	30/03	<u>Sustain</u>
	Times Series	See above	Local	03/04	<u>Times Series</u>

	Eastern Eye	See above	Specialist	03/04	<u>Eastern Eye</u>
	This is Local London	See above	London	03/04	<u>This is Local London</u>
City Bridge Trust	Charity Times	City Bridge Trust announces it will be providing grants to all of the small charities it currently supports, to help them cope with the loss of income due to COVID-19. Chairman Dhruv Patel is quoted.	Trade	03/04	<u>Charity Times</u>
	BBC Radio London	See above	London	04/04	<u>BBC Radio London [at 02:21:39]</u>
	City Matters	See above	London	04/04	<u>City Matters</u>
	FE News	See above	Trade	09/04	<u>FE News.</u>
Page 130 City Bridge Trust – Beacon Collaborative	Alliance Magazine	City Bridge Trust is listed as one of the funders of the Beacon Collaborative in an article on upcoming reports to be published on the philanthropy sector.	Trade	07/04	<u>Alliance Magazine</u>
City Bridge Trust	The Voice Online	Dhruv Patel is quoted in a piece about communities coming together to show support for key workers and help the most vulnerable in society.	Specialist	13/04	<u>The Voice Online</u>
City Bridge Trust – Aurora	City Matters	City Bridge Trust grants £28,000 to south west London charity Aurora, to enable it to provide free counselling sessions to vulnerable people on a low income who have been victims of childhood abuse.	London	11/04	<u>City Matters</u>
City Bridge Trust	City Matters	City Corporation Policy Chair Catherine McGuinness is quoted in	London	14/04	<u>City Matters</u>

		an article about the work being done by London's charities to help some of the capital's most vulnerable people, which references City Bridge Trust's support for its grantees			
City Bridge Trust	The Restoration Trust	City Bridge Trust is mentioned in an article about a programme of digital sessions available online.	Trade	Undated	<a href="#"><u>The Restoration Trust</u></a>
City Bridge Trust	Philanthropy Impact	City Bridge Trust is mentioned in an article about how new research has shown British philanthropy is strengthening, but the COVID-19 crisis highlights the potential for philanthropy to do more.	Trade	14/04	<a href="#"><u>Philanthropy Impact</u></a>
City Bridge Trust – Castlehaven Community Association	City Matters	Dhruv Patel is quoted following a City Bridge Trust grant to Camden charity Castlehaven Community Association, to build on a successful community gardening project.	London	22/04	<a href="#"><u>City Matters</u></a>
	Horticulture Week	See above	Trade	21/04	<a href="#"><u>Horticulture Week. [£]</u></a>
	Ham & High	See above	Local	04/05	<a href="#"><u>Ham &amp; High</u></a>
International Disaster Fund – British Red Cross / Team Rubicon UK and City Bridge Trust	City Matters	Chairman of the Finance Committee Jeremy Mayhew is quoted in news the City Corporation has donated £40,000 towards the British Red Cross and Team Rubicon UK, who are providing vital support during the continuing COVID-19 crisis. The	London	23/04	<a href="#"><u>City Matters</u></a>

		work of City Bridge Trust is also referenced.			
City Bridge Trust – London Community Response Fund	London Post	City Bridge Trust is mentioned in a story about further funding for the London Community Response Fund.	London	25/04	<a href="#"><u>London Post</u></a>
City Bridge Trust and International Disaster Fund	City AM	Policy Chair Catherine McGuinness writes about the community and third sector response to COVID-19, highlighting the work being done by City Bridge Trust and grants awarded by the City Corporation’s International Disaster Fund	London	27/04	<a href="#"><u>City AM</u></a>
COVID-19 response	City Matters	The latest episode of City Natters, the podcast of City Matters, features the City of London Corporation’s Policy Chair, Catherine McGuinness, who explains the work the authority is doing during the pandemic.	London	27/04	<a href="#"><u>City Matters</u></a>
City Bridge Trust – Age UK Merton	Charity Today	Age UK Merton has received a grant of almost £250,000 to support disadvantaged elderly people in the borough.	Trade	30/04	<a href="#"><u>Charity Today</u></a>
	City Matters	See above	London	30/04	<a href="#"><u>City Matters</u></a>
	Merton Guardian	See above	Local	01/05	<a href="#"><u>Merton Guardian</u></a>
	Sutton & Croydon Guardian	See above	Local	01/05	<a href="#"><u>Sutton &amp; Croydon Guardian</u></a>
	This is Local London	See above	London	01/05	<a href="#"><u>This is Local London</u></a>



	Wimbledon Times	See above	Local	01/05	<a href="#">Wimbledon Times</a>
City Bridge Trust	Charity Times	A round-up of available funding references City Bridge Trust awarding emergency funding for 170 small charities across the capital to help support them through the coronavirus pandemic.	Trade	01/05	<a href="#">Charity Times</a>
City Bridge Trust – Kids Can Achieve	FE News	Harrow-based charity Kids Can Achieve has been awarded funding by City Bridge Trust to support families with disabled children to give them the best possible future. Dhruv Patel is quoted.	Trade	06/05	<a href="#">FE News</a>
	Charity Today	See above	Trade	11/05	<a href="#">Charity Today</a>
City Bridge Trust – CAIA	City Matters	Dhruv Patel is quoted in an article on City Bridge Trust providing £160,000 over five years to the Centre for Armenian Information and Advice (CAIA) in Ealing.	London	15/05	<a href="#">City Matters</a>
	Ealing Times	See above	Local	14/05	<a href="#">Ealing Times</a>
	This Is Local London	See above	London	14/05	<a href="#">This Is Local London</a>
	Hillingdon & Uxbridge Times	See above	Local	14/05	<a href="#">Hillingdon &amp; Uxbridge Times</a>
City Bridge Trust – London Community Response Fund	Civil Society	Dhruv Patel writes about how charities have adapted their support in helping people with mental health problems during the COVID-19 pandemic.	Trade	19/05	<a href="#">Civil Society</a>

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City Bridge Trust – London Community Response Fund	Web Wire	Coverage of the London Community Response Fund, set up by City Bridge Trust and the Greater London Authority to help organisations dealing with the fallout from the COVID-19 pandemic	Global	19/05	<a href="#">Web Wire</a>
	Charities Aid Foundation	See above	Trade	19/05	<a href="#">Charities Aid Foundation</a>
City Bridge Trust	Evening Standard	City Bridge Trust is referenced by Lord Shinkwin in the Evening Standard’s ‘The Reader’ comment section, in relation to financial assistance for disabled people during the economic downturn caused by the COVID-19 pandemic.	London	26/05	<a href="#">Evening Standard</a>
City Bridge Trust – School-Home support	City Matters	City Bridge Trust has awarded over £100,000 to School-Home Support, a Newham-based charity, to support its work to provide mental health support to young people in the borough. Dhruv Patel is quoted.	London	27/05	<a href="#">City Matters</a>
	Charity Today	See above	Trade	26/05	<a href="#">Charity Today</a>
	FE News	See above	Trade	26/05	<a href="#">FE News</a>
	Children & Young People Now	See above	Trade	27/05	<a href="#">Children and Young People Now</a>
City Bridge Trust	Disability News Service	James Lee, a consultant with City Bridge Trust and a member of Transport for London’s independent disability advisory group is	Trade	28/05	<a href="#">Disability News Service</a>

		mentioned in a story about the launch of a 'disability commission'.			
City Bridge Trust	Philanthropy Impact	City Bridge Trust is referenced in an article thanking the organisation for its financial support.	Trade	01/06	<a href="#">Philanthropy Impact</a> [subscription only].
City Bridge Trust – Froglife	City Matters	City Bridge Trust has awarded almost £250,000 to wildlife conservation charity Froglife for a project working with people with dementia.	London	06/06	<a href="#">City Matters</a>
	Hillingdon Times	See above	Local	05/06	<a href="#">Hillingdon Times</a>
	This Is Local London	See above	London	05/06	<a href="#">This is Local London</a>
	Ealing Times	See above	Local	05/06	<a href="#">Ealing Times</a>
	Charity Today	See above	Trade	08/06	<a href="#">Charity Today</a>
City Bridge Trust – CAE	This	A £322,000 grant has been awarded by City Bridge Trust to the Centre for Accessible Environments, to train young people on inclusive design and the accessibility of buildings and services.	Trade	09/05	<a href="#">This</a>
	Access and Mobility Professional	See above	Trade	10/05	<a href="#">Access and Mobility Professional</a>
	AT Today	See above	Trade	11/06	<a href="#">AT Today</a>
	Disability News Service	See above	Trade	11/06	<a href="#">Disability News Service.</a>

International Disaster Fund – St John Ambulance	City Matters	Chairman of the City Corporation's Finance Committee Jeremy Mayhew is quoted following a £20,000 donation from the International Disaster Fund to St John Ambulance	London	09/06	<a href="#">City Matters</a>
	FE News	See above	Trade	08/06	<a href="#">FE News</a>
	Essex Magazine	See above	Essex	08/06	<a href="#">Essex Magazine</a>
City Bridge Trust – London Community Response Fund	London Post	Dhruv Patel is quoted following a £5 million donation by the trust to the London Community Response	London	11/06	<a href="#">London Post</a>
City Bridge Trust – St Margaret's House	City Matters	St Margaret's House, a community hub in Bethnal Green, has received a grant from City Bridge Trust for an arts project aimed at Bangladeshi communities. Dhruv Patel is quoted.	London	14/06	<a href="#">City Matters</a>
	Charity Today	See above	Trade	15/06	<a href="#">Charity Today</a>
	Docklands & East London Advertiser	See above	Local	19/06	<a href="#">Docklands &amp; East London Advertiser</a> [viewable internally only]
City Bridge Trust – London Community Response	City Matters	A report on a further £5m donation from the City Bridge Trust to the London Community Response Fund. Dhruv Patel is quoted.	London	14/06	<a href="#">City Matters</a>
	Charity Today	See above	Trade	15/06	<a href="#">Charity Today</a>
City Bridge Trust	London Post	Funding given by City Bridge Trust for LGBT+ projects is mentioned in a story about raising the Pride flag at Guildhall	London	16/06	<a href="#">London Post</a>

City Bridge Trust	London Post	City Bridge Trust has relaxed its conditions for the use of their funding to help charities facing an 'existential threat' as a result of the coronavirus pandemic. Dhruv Patel is quoted.	London	19/06	<a href="#"><i>London Post</i></a>
	Civil Society News	See above	Trade	19/06	<a href="#"><i>Civil Society News</i></a>

**CITY BRIDGE TRUST**

**External Events Register**

**Attended 10<sup>th</sup> March - 19<sup>th</sup> June 2020**

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
10/03/20	Prince's Trust	Dinner at Buckingham Palace	Alison Gowman Dhruv Patel	Westminster	A thank you for CBT's support
12/03/20	Princes Trust	Meeting	David Farnsworth Alison Gowman Dhruv Patel	London	Strategic Review Meeting
12/03/20	LSO	LSO supporters evening	Fiona Rawes	Barbican	Reception and Light Supper with members of the orchestra in the Conservatory.
17/03/20	NPC	NPC event on power dynamics	Fiona Rawes	NPC's Offices, Harling House, Great Suffolk St, London SE1 0BS	Preview of NPC's paper on power dynamics in philanthropy
24/03/20	London Funders	Virtual Meeting	Kate Moralee	Pan London	LCRF Homelessness Theme Meeting

31/03/20	London Funders	Conference Call	Shegufta Slawther	London Community Response Fund	Update on Wave 1 applications for sifting
2/4/2020	ACF	Webinar	Kate Moralee	National	Criminal Justice Network: Keynote Speakers Jess Mullins - Clinks and Bettina Crossick MoJ/HMPPS  Representatives from 30 T&Fs signed up for the webinar.
07/04/20	London Funders	Webinar	Several Officers	London Community Response Fund	Wave 2 update on policies, processes and intelligence gathering
7/04/20	ACF	Virtual ACF Network	Kate Moralee	National	Housing and Homelessness Network Meeting. Supporting people experiencing homelessness through the pandemic. Keynote Speakers: Rick Henderson from Homeless Link and Chris Hancock from Crisis.
20/04/20	Crowe LLP	Webinar	Karen Atkinson	City of London	Briefing session on governance for charities in a VUCA world

21/04/20	Charity Finance Group	Webinar	Karen Atkinson	City of London	Monthly members Meeting
22/04/20	London Funders	Conference Call	Several Officers	London Community Response Fund	All funders call - update
27/04/2020	Lloyds Bank Foundation	Virtual Meeting	Shegufta Slawther	National	Recovery from Covid-19 – Funder Response webinar
15/05/2020	CoL	Silver Command Recovery Group	Ciaran Rafferty	City	Regular Friday meetings in conjunction with DCCS to review the Recovery process for CoLC
19/05/20	London Funders	Webinar	Alison Gowman & Julia Mirkin	London-wide	Update on Staff Resilience
27/05	Heart of the City	Meeting	Dhruv Patel Fiona Rawes	London	Council Meeting – Fiona Rawes presented re: LCRF
29/05/2020	Trust for London	Moving on Up Planning Meeting	Ciaran Rafferty	TFL/CBT	A regular officer panel meeting incl representatives from the GLA



03/06/2020	BDO LLP	Webinar	Karen Atkinson	National	Charities update webinar: the impact of COVID-19 on financial reporting
06/05/20	London Councils	Meeting	Dhruv Patel	London	Informal discussion regarding urgency of COVID situation
12/06/2020	London Community Response	Virtual Panel Meeting	Jenny Field, Sam Grimmett-Batt, Shegufta Slawther	London Community Response Fund	Final panel meeting for Wave 2 Applications considered by the 'pooled' funders
16/06/2020	London Funders	Webinar	Alison Gowman	London	Webinar about Environmental Funders Network
18/06/2020	London Community Response	Webinar	Several Officers	London Community Response Fund	All-Funders call update on Wave 2 and plans for Wave 3
18/06/2020	London Community Response	Webinar	Several Officers	London Community Response Fund	Sifting guidelines for Wave 3
18/06	City Corporation	Meeting	Dhruv Patel	Silver Group	Thematic Consultation

19/06/2020	ACF	Webinar	Shegufta Slawther	National	Funders' Collaborative Hub Workshop - planning for recovery and renewal more collaboratively and interdependently to maximise individual and collective impact
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<b>Committee:</b> City Bridge Trust Committee	<b>Date:</b> 8 July 2020
<b>Subject:</b> Report of Action Taken	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report author:</b> Joseph Anstee, Town Clerk's Department	

## Summary

This report advises Members of an action taken by the Town Clerk since the last meeting of the Committee, in consultation with the Chairman and Deputy Chair, in accordance with Standing Order Nos. 41(a). These actions related to:

- a) Decisions Arising from an Inquorate Meeting – March 2020
- b) Temporary Amendments to City Bridge Trust Thresholds for Grant Approvals under Delegated Powers and the Scheme of Delegation to Officers (Chief Grants Officer) – April 2020
- c) Grants Decisions – May 2020
- d) Risk Register for City Bridge Trust – May 2020
- e) Covid-19 Response – Bridge House Estates: London Community Response Fund Update – June 2020

## Recommendation

Members are asked to note the report.

## Main report

### Action Taken

- a) **27 March 2020** – Urgency – Decisions Arising from an Inquorate Meeting
  1. With Members unable to attend physically in light of the public health implications arising from COVID-19, the 26 March 2020 meeting of the City Bridge Trust Committee could not meet in its usual, public format. In lieu of a formal meeting, Members were given the opportunity to discuss reports on the agenda via video and teleconference, as well as by email, with a view to facilitating Member oversight and scrutiny to inform any requisite decisions being taken under urgency procedures following the meeting.
  2. The following items were presented for consideration under urgency procedures in the absence of a formal meeting (and with the expectation that there will be no quorate formal meeting in the coming period, in view of the ongoing COVID-19 crisis). Therefore, it was proposed to take these decisions under urgency for the time being, following consultation with Members, so that the grant awards can be progressed without delay.

## **Decisions Taken**

That the Town Clerk, in consultation with the Chairman and Deputy Chair, agreed to:

### **Item 7a: Grants Recommended Between £100,001 and £250,000**

Approve the recommended amounts:

1. Castlehaven Community Association

**APPROVED** £143,000 over three years (£46,000; £46,500; £50,500) towards the full-time salary and associated running costs of the Greenworks Co-ordinator plus project running costs. Release of funds in Year 1 is conditional on a satisfactory budget for 2020-21 being provided.

2. Council of Somali Organisations

**APPROVED** £145,000 over three years (£49,000; £48,000; £48,000) towards a 0.6FTE salary and associated costs of a project to support SCVOs in influencing decisions affecting Somalis in London. Release of the grant in years 2 and 3 is subject to management accounts evidencing progress in reducing the gap between free unrestricted reserves and the policy target.

3. St. Margaret's House Settlement

**APPROVED** £104,960 over three years (£36,340; £34,380; £34,240) towards the salary, running and project management costs of the arts programme for disabled adults.

4. St. Paul's Church West Hackney

**APPROVED** £105,000 over 3 years (3x35,000) towards the Posh Club Co-ordinator's salary (3.5dpw), Kitchen Manager's salary (1dpw) and towards associated running costs to deliver 30 x 4-hour TPC events per annum for older people.

5. Young Camden Foundation

**APPROVED** £135,000 over three years (£50,000; £45,000; £40,000) as core funding to support the Young Camden Foundation's work for voluntary sector organisations working with children and young people.

6. Alliance for Inclusive Education

**APPROVED** £109,700 over two further and final years (£54,400; £55,300) towards an Inclusion Champion post (2.5 days per week), the Policy Co-ordinator (0.5 days per week) and a proportion of the Director's time (5 hours per week) and the Communications Officer (1 day per month), as well as the costs of developing the e-hub, and training and capacity building costs.

7. Aurora Foundation for People Abused in Childhood

**APPROVED** £28,400 made up of £18,400 over one year towards therapists' fees, clinical supervision, premises and management costs and £10,000 to develop a robust fundraising plan and develop better links with local statutory providers.

8. Generate Opportunities Ltd

**APPROVED** £117,500 over three years (£38,500, £39,000, £40,000) towards the salaries of two Generate Voices Co-ordinators (15HPW each, one Co-ordinator to have lived experience of a learning disability) and associated project running costs.

9. School-Home Support

**APPROVED** £108,500 over three years (£36,000; £36,200; £36,300) for the salary and associated costs of a School-Home Support Practitioner (37.5hpw, term time only) to support the positive transitions of young people with mental ill health in Alternative Provision. The release of funding is conditional on the provision of a finalised Job Description for the role that includes specifications relating to experience of mental health work and any relevant qualifications.

10. Spinal Injuries Association

**APPROVED** £248,200 over 5 years (£48,300; £49,000, £49,600, £50,300, £51,000) for a f/t Project Support Officer and associated running costs to provide support, advice and advocacy for people experiencing spinal cord injury in London.

11. Urban Partnership Group

**APPROVED** £150,000 over three years (3 x £50,000) for a full-time ESOL tutor; Volunteer training; a contribution to creche facilities; exam registration and project management and administration costs.

12. Age UK Merton

**APPROVED** £248,000 over five years (£47,600; £48,600; £49,600; £50,600; £51,600) towards the costs of a full-time advice worker, management costs and associated running costs.

**Item 7b: Grants Recommended of £250,000 or Above**

Approve the recommended amounts:

13. Children Ahead Ltd

**APPROVED** £250,000 over five years (5 x £50,000) towards the costs of psychotherapeutic and other mental health support to young people, both boys and girls. Release of year 2 of the grant is conditional on the charity having recruited at least one woman to the Board of Trustees.

14. Froglife Trust

**APPROVED** £244,200 over five years (£46,500; £47,400; £48,700; £50,000; £51,600) for the salary of a f/t Project Manager and running costs for the Leaping Forward for Dementia project.

15. Rushey Green Timebank (RGTB)

**APPROVED** £323,500 over 5 years (5 x £64,700) towards a f/t Director of Lewisham Local plus associated running costs for the development and consolidation of Lewisham Local.

16. Chinese Mental Health Association

**APPROVED** £260,900 over 5 years (£50,700; £51,600; £52,600; £52,500; £53,500) for a Coordinator (0.8FTE), Support Worker (0.2FTE), volunteer expenses and running costs for the Chinese Wellbeing Service.

17. Graeae Theatre Company

**APPROVED** £260,400 (£49,920; £50,968; £52,048; £53,159; £54,304) towards the 0.8FTE salary costs of the Training and Learning Co-ordinator and associated costs of the Rollettes, The Young Company and The Ensemble Intensive training programmes.

18. Jewish Women's Aid

**APPROVED** £248,700 over 5 years (£47,300; £48,500; £49,700; £51,000; £52,200) for a Domestic Abuse Worker (35 hpw) and associated costs for its London service.

19. Kids Can Achieve

**APPROVED** £183,600 over three years (£60,000; £61,200; £62,400) towards the salary of one f/t Family Worker; individual and family therapy sessions and a contribution to building and organisational running costs.

20. Maggie Keswick Jencks Cancer Caring Centres Trust

**APPROVED** £200,000 over five years (5 x £40,000) towards the salary and on costs of a Senior Welfare Rights and Benefits Worker in London.

**Item 7c: Applications Ordinarily Approved Under Delegated Authority**

Approve the grant recommendations:

21. Just for Kids Law

**APPROVED** £100,000 over three years (£45,000; £35,000; £20,000) of core support for JFKL's holistic casework in London, including rent and core expenditure.

## 22. Cripplegate Foundation

**APPROVED** £95,000 over 2 further and final years (£40,000, £55,000) towards staffing and operational costs of the Saturday Socials older persons programme delivered through Islington Giving.

## 23. Rushey Green Timebank (RGTB)

**APPROVED** £94,000 over 2 further and final years (£49,800, £44,200) towards the salary of a p/t (21 hpw) Co-ordinator and freelance sessional staff and associated costs of maintaining and developing the community green space.

## 24. Sound Minds

**APPROVED** £63,000 over five years (£15,000; £14,000; £13,000; £12,000: £9,000) for core costs to underpin the successful running of the organisation through and beyond the recruitment and hand-over of a new CEO.

## 25. Wac Arts

**APPROVED** £100,000 towards the capital costs of improved access facilities to the Old Town Hall.

### **Item 8a: Applications Recommended for Rejection**

Reject the grant applications detailed in the accompanying schedule.

### **Item 18: Any Other Business that the Chairman considers urgent and which the Committee agree should be considered whilst the public are excluded**

(Support for Smaller Organisations in the Wake of Covid-19 – Report of the CGO)

Agree to your officers implementing a programme of one-off unrestricted grants, equivalent to a single quarterly payment, to current grantees with turnover of less than £500,000 to ensure their resilience and to compensate for their sudden and unexpected loss of earned income. Individual grants will be approved by the Chief Grants Officer under delegated authority.

- b) **7 April 2020** – Urgency - Temporary amendments to thresholds for grant approvals under delegated powers and the Scheme of Delegation to Officers (Chief Grants Officer)
1. Following the establishment of the London Community Response Fund, decisions on the first wave of applications were due during the week commencing 6 April 2020.
  2. Ordinarily, the Chief Grants Officer & Director of City Bridge Trust (CGO) would consider and approve grants up to a certain threshold. However, the CGO was seconded full-time to the London-wide COVID-19 response and the ordinary tempo of decision making by Committee was disrupted by the cancellation of meetings and the redeployment of staff who would ordinarily support the decision-making process.

3. Therefore, it was proposed to both amend the threshold of delegation to allow the Deputy Director of City Bridge Trust (DCGO) to act in the CGO's absence and increase the threshold at which the CGO or DCGO can approve grants, without recourse to the City Bridge Trust Committee or the Town Clerk.
4. The proposed amendments would be subject to review after three months of operation. Moreover, a report for information would be submitted to The City Bridge Trust Committee summarising grant making made under these arrangements. The CGO and the Comptroller & City Solicitor were content with the proposals following consultation.
5. In line with procedure pertaining to the amendment of the Scheme of Delegations, approval was also sought from the Policy & Resources Committee before the proposals were submitted for the approval of the Court of Common Council.
6. With the first wave of applications to the London Community Response Fund ready for decision during week commencing 6 April 2020, approval was sought under urgency to enable the DCGO to take the decisions necessary for grants to be disbursed in a timely and effective manner, given the CGO's full-time secondment to the pan-London COVID-19 response.
7. The Court of Common Council was, therefore, asked to amend the threshold of delegated power for grant making so that:
  - Applications of up to £50,000 may be approved by the Chief Grants Officer (CGO) in their absence, the Deputy Chief Grants Officer (DCGO);
  - Applications of between £50,001 and £100,000 to be approved by the CGO or in their absence the DCGO, in consultation with the Chamberlain.
  - Applications of between £100,001 and £250,000 to be approved by the CGO or in their absence the DCGO in consultation with the Chamberlain and the Chair and Deputy Chair; and
  - Applications of more than £250,000 to be approved by The City Bridge Committee.
8. It was also asked to amend the Scheme of Delegation to Officers as follows (amendment underlined):
  - Authority to be delegated to the Chief Grants Officer & Director of City Bridge Trust or, in their absence, the Deputy Director of City Bridge Trust, to be exercised either:
    - a) at the direction of the Town Clerk & Chief Executive or
    - b) in the absence of the Town Clerk & Chief Executive

to act in consultation with any relevant Chairman and Deputy Chairman in cases where urgent decisions may be required as provided for in Standing Order No. 41, in respect of Bridge House Estates and/or any other charity in



which the City of London Corporation has a material interest, and also in cases (whether under Standing Order 41 or otherwise) where action may be taken under authority delegated by a Committee in respect of Bridge House Estates.

c) **19 May 2020** – Urgency – Grants Decisions – May 2020

1. Due to the circumstances arising from the COVID-19 outbreak, City Bridge Trust has a significantly reduced number of grant applications requiring a decision and therefore a limited amount of business for decision to be submitted to the City Bridge Trust Committee for its May 2020. In lieu of a formal meeting and the subsequent impact on resources, it was proposed that the business requiring a decision during May 2020 be circulated to Members of the Committee for comment and then progressed under urgency. Prior to progressing the decision, the reports were circulated to all Members of the Committee to seek their views and allow for any comments or issues to be raised. As there were no objections to the recommended decisions, it is now requested that they be progressed under urgency.
2. It was proposed to take these decisions under urgency, following consultation with Members, so that the grant decisions can be communicated to organisations without delay and any grant approvals can be progressed as soon as possible.

**Decisions Taken**

That the Town Clerk, in consultation with the Chairman and Deputy Chair, agreed to:

**a) Grants Recommended of £250,000 or Above**

Approve the recommended amounts:

1. FareShare

£376,600 over five years (£76,400, £76,300, £77,100, £73,000, £73,800) for the FT salary of the London Development Manager and associated project costs. Release of the third quarter's payment is conditional on receiving required financial information.

**b) Applications Recommended for Rejection**

Reject the grant applications detailed in the accompanying schedule.

d) **19 May 2020** – Urgency – Risk Register for City Bridge Trust – May 2020

1. Due to the circumstances arising from the COVID-19 outbreak, City Bridge Trust has a significantly reduced number of grant applications requiring a decision and therefore a limited amount of business for decision to be submitted to the City Bridge Trust Committee for its May 2020. In lieu of a formal meeting and the subsequent impact on resources, it was proposed that the business requiring a decision during May 2020 be circulated to Members of the Committee for comment and then progressed under urgency. Prior to

progressing the decision, the reports were circulated to all Members of the Committee to seek their views and allow for any comments or issues to be raised. As there were no objections to the recommended decisions, it is now requested that they be progressed under urgency.

2. Approval of this report was requested under urgency as the BHE Risk Register is an essential requirement of year end account closure. In addition, the BHE auditors have requested sight of these risk registers as part of their interim audit ahead of the year-end approval of the 2019/20 BHE Annual Report. We must demonstrate to the auditors that the CBT register has been recently reviewed by the overseeing Committee (acting on behalf of the Trustee).

### **Decisions Taken**

That the Town Clerk, in consultation with the Chairman and Deputy Chair, agreed to:

- a) review the six risks currently on the register for this Committee and confirm that appropriate control measures are in place; and
  - b) confirm that there are no other risks relating to the services overseen by the CBT Committee which should be added to the BHE risk register.
- e) **5 June 2020** – Urgency – Covid-19 Response – Bridge House Estates: London Community Response Fund Update
1. On 16 March 2020, the City Bridge Trust Committee and the Court of Common Council resolved under Urgency procedures to - (a) allocate £1 million out of its agreed Bridging Divides funding envelope of £125m over five years (2018 – 2023) towards a ‘pooled’ fund to support London’s civil society organisations adversely affected by the Covid-19 outbreak, and (b) to agree that the City Corporation as trustee of Bridge House Estates could establish and administer the fund, working with London Funders and its members.
  2. On 3 June 2020, the Chief Grants Officer and Director of City Bridge Trust (CGO) submitted an urgent report updating on the London Community Response Fund (LCRF), the restricted fund which was established within the ancillary object of Bridge House Estates in response to the Covid-19 health pandemic, to establish a collective response with other funders to support London’s civil society in furtherance of the Bridge House Estates funding policy, Bridging Divides. LCRF is administered by City Bridge Trust.
  3. Authority was sought to allocate to the LCRF a further £5 million from City Bridge Trust’s agreed funding budget for the purposes of the on-going Covid-19 response, and to confirm that the City Bridge Trust Committee may make any further allocations from City Bridge Trust’s agreed funding budget to the London Community Response Fund in responding to the Covid-19 health pandemic and in delivering the objectives of *Bridging Divides*.
  4. This proposal was endorsed by the City Bridge Trust Committee under urgency procedures by the Town Clerk, in consultation with the Chairman and Deputy

Chair, and submitted to the Court of Common Council for approval. As this decision was taken in conjunction with further proposals, there is additional information on this decision in the non-public report at Item 19.

**Contact:**

Joseph Anstee  
Committee and Services Officer, Town Clerk's Department  
020 7332 1480

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
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