



The City Bridge Trust Committee

Date: THURSDAY, 26 NOVEMBER 2020

Time: 1.45 pm

Venue: <https://youtu.be/O29QCAEEijl>

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

Next Meetings: 28 Jan 2021 25 March 2021 4 May 2021

Enquiries: Joseph Anstee
tel. no.: 020 7332 1480
joseph.anstee@cityoflondon.gov.uk

Accessing the virtual public meeting

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<https://youtu.be/O29QCAEEijl>

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John Barradell
Town Clerk

AGENDA

Part 1 - Public Agenda

1. APOLOGIES

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

3. MINUTES

To agree the public minutes and non-public summary of the meeting held on 17 September 2020.

For Decision
(Pages 1 - 12)

4. OUTSTANDING ACTIONS

Report of the Town Clerk

For Information
(Pages 13 - 14)

5. PROGRESS REPORT

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

For Decision
(Pages 15 - 28)

6. CITY BRIDGE TRUST MID-YEAR REVIEW

Report of the CGO

For Information
(Pages 29 - 70)

7. RESPONDING TO THE RESILIENCE RISK 2

Report of the CGO

For Decision
(Pages 71 - 86)

8. CBT HIGH LEVEL SUMMARY BUSINESS PLAN AND BUDGET ESTIMATES 2021/22

Report of the CGO

For Decision
(Pages 87 - 102)

9. RISK REGISTER FOR BRIDGE HOUSE ESTATES

Report of the CGO

For Decision
(Pages 103 - 118)

10. GRANTS BUDGET AND APPLICATIONS TODAY

Report of the CGO

For Information
(Pages 119 - 124)

11. GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS

To consider the CGO's reports on grant recommendations as follows: -

Summary of Bridging Divides (Pages 125 - 126)

- a) **Grants of Over £250,000 for Approval**
Report of the CGO

For Decision
(Pages 127 - 132)

12. TO CONSIDER REPORTS OF THE CGO AS FOLLOWS: -

For Decision/Information

- a) Funds Approved or Declined under Delegated Authority (Pages 133 - 138)
- b) Applications Recommended for Rejection (Pages 139 - 146)
- c) Withdrawn and Lapsed Applications (Pages 147 - 148)
- d) Variations to Grants/Funds Awarded (Pages 149 - 150)
- e) London Community Response Fund Grants approved under delegated authority - Wave 3 (Pages 151 - 166)
- f) City Bridge Trust Communications & Events Attended (Pages 167 - 182)
- g) Learning Case Study - Bail for Immigration Detainees (Pages 183 - 186)

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

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS TO BE URGENT

15. 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

16. NON-PUBLIC MINUTES

To agree the non-public minutes of the meeting held on 17 September 2020.

For Decision
(Pages 187 - 188)

17. PIPELINE OF PRO-ACTIVE STRATEGIC GRANTS

Report of the CGO

For Information
(Pages 189 - 192)

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

19. 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, 17 September 2020

Minutes of the virtual meeting of The City Bridge Trust Committee held on Thursday,
17 September 2020 at 1.45 pm

Present

Members:

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

Officers:

David Farnsworth	- Chief Grants Officer & Director of City Bridge Trust
Karen Atkinson	- Chamberlain's Department
Nathan Omane	- Chamberlain's Department
Helen Martins	- Chamberlain's Department
Anne Pietsch	- Comptroller and City Solicitor's Department
Fiona Rawes	- Town Clerk's Department
Jenny Field	- The City Bridge Trust
Ciaran Rafferty	- The City Bridge Trust
Jack Joslin	- The City Bridge Trust
Lily Brandhorst	- The City Bridge Trust
Matthew Robinson	- 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
Shegufta Slawther	- The City Bridge Trust
Samantha Grimmett-Batt	- The City Bridge Trust
Caspar Cech-Lucas	- The City Bridge Trust
Clara Espinosa	- The City Bridge Trust
Kate Halahan	- The City Bridge Trust
Emma Horrigan	- The City Bridge Trust

Stephanie Keating	- The City Bridge Trust
Lydia Parr	- The City Bridge Trust
Nan Smart	- The City Bridge Trust
Tim Fletcher	- Town Clerk's Department
Ellen Wentworth	- Chamberlain's Department

Also in attendance:

Dinah Cox

Alice Thornton (Renaissi)

At the start of the meeting, Alderman Alison Gowman, as senior Alderman present, was moved into the Chair until the Election of Chair/Chairman. Members and those watching the live broadcast of the meeting via YouTube were welcomed, before Members were reminded of the guidance circulated for the conducting of remote meetings.

1. **APOLOGIES**

Apologies for absence were received from Henry Colthurst.

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

There were no declarations.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

The Committee received the Order of the Court of Common Council of 16 July 2020 appointing the Committee and approving its terms of reference.

4. **ELECTION OF CHAIR/CHAIRMAN**

The Committee proceeded to elect a Chair/Chairman in accordance with Standing Order No.29, and Dhruv Patel, being the only Member who expressed his willingness to serve, was duly elected as Chairman of the Committee for the ensuing year.

5. **ELECTION OF DEPUTY CHAIR/CHAIRMAN**

The Committee proceeded to elect a Deputy Chair/Chairman in accordance with Standing Order No.30. As there were two Members indicating their willingness to serve, a ballot of eligible Committee Members was undertaken, and arising from the ballot, Deputy Dr Giles Shilson was duly elected as Deputy Chairman of the Committee for the ensuing year.

6. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 8 July 2020 be agreed as an accurate record.

7. **APPOINTMENT TO THE SOCIAL INVESTMENT BOARD**

RESOLVED – That Dhruv Patel be appointed to the Social Investment Board, for three years.

8. **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.

9. **PRESENTATION – RENAIISI** and

9a. **REVIEW OF BRIDGING DIVIDES – YEAR 2**

The Committee received a presentation from Renaisi and a report of the Chief Grants Officer & Director of City Bridge Trust (CGO) providing a review of progress towards implementing the Bridging Divides strategy with recommendations for the coming year. The CGO introduced the item before handing over to Renaisi to present.

Renaisi then gave the Committee some background to the review and their role in conjunction with City Bridge Trust (CBT), before outlining the work undertaken and sharing headline findings of the review. Renaisi advised that the findings had been positive, with a tangible sense of progress in CBT implementing values and developing as a learning organisation. New aspects of CBT's funding offer and changes to the Committee had been well-received, as were the increased levels of delegation, which had also been highlighted as a positive. Renaisi also set out areas for improvement or further consideration, such as the scale of ambition, and further work required in becoming a learning organisation. Renaisi also reported ambitions to further work on the environment and representation, and desire to share more learning externally.

The Committee was advised that the report covered the period from March 2019 to March 2020, and therefore the context had changed since due to the impact of Covid-19. Renaisi drew the Committee's attention to the recommendations set out in the report, and advised that a further mid-year report would be drafted in October 2020. The Committee was advised that effort would be made to finalise the mid-year report in time for the November Committee meeting.

In response to a question from the Chairman, Renaisi recalled work previously done on two theories of change for CBT, which had been useful in understanding and providing shared language, and advised that this could be employed again during the process for allocating additional Bridge House Estates funding. In response to a question from a Member regarding the staff survey, Renaisi advised that the sample included all respondents to the survey, which was affected by the timing, but that responses received had been detailed and thoughtful.

RESOLVED – That the City Bridge Trust Committee note information on progress towards implementing Bridging Divides to date, including key learning points and recommendations, as presented.

10. **PROGRESS REPORT**

The Committee considered the regular progress report of the CGO and discussed the updates and recommendations provided.

CBT's Response to Covid-19

The CGO advised that this had been a difficult period for organisations and the Committee would benefit from a shared level of understanding of officer engagement. The CGO thanked the Chairman and immediate past Chair for their engagement with officers and contributions to the focussed Covid response. The CGO then reminded the Committee of measures taken since March 2020 such as the pause on new applications and commitment to the London Community Response Fund (LCRF), plus CBT involvement in external groups.

The CGO then gave the Committee an overview of the work of the LCRF since its establishment, having now awarded over £21 million to London-based charities. LCRF had responded to changes in need and emerging needs in the spirit of partnership and collaboration, which had provided real diversity of experience and knowledge. It was hoped the opportunities presented would be capitalised upon going forward. In response to a question from a Member, the CGO advised that the best format for communicating the work of the LCRF to the wider Court was under consideration.

Referencing support for mental health issues, a Member asked how CBT could support organisations that challenged government policy where they felt it created difficulty. Another Member added that frontline organisations had shown real innovation in accelerating to online service delivery and suggested that CBT look at amplifying these innovations to inform other organisations. The CGO thanked Members for raising these points and advised that CBT supported organisations with emphasis and focus by identifying areas of concern and targeting frontline work. The CGO added that CBT were conscious of the widening gap to those without digital skills and resources and the opportunity to build on work servicing this need.

Delegated Authority Thresholds

The CGO advised that the existing arrangements were working effectively and officers sought authority to continue these arrangements until the end of the year, adding that the thresholds would be reviewed in the round ahead of next year.

RESOLVED – That the City Bridge Trust Committee:

- a) Note the report; and
- b) Agree that the current level of delegations in relation to grant-making is extended for a further 4 months.

11. REDESIGNING THE TRUST'S WORK FOR THE COVID-19 HEALTH CRISIS AND BEYOND

The Committee considered a report of the CGO assessing the impact of the Covid-19 health crisis on the work of City Bridge Trust and offering several recommendations for the work of the Trust going forward. The Committee noted the revised version of the report that had been circulated. The CGO

introduced the report and drew Members' to the key points and recommendations.

The Committee discussed the additional resource of £200 million Bridge House Estates funding agreed by the March 2020 Court of Common Council meeting, noting that drawing some of this funding into the 2020-21 grant year had been considered. Members recognised the significant impact of Covid-19, but hoped to retain opportunities for larger, longer-term strategic grant funding. The CGO responded that this was the case, and whilst it was possible there would be some call on the funds to facilitate CBT's ongoing response to Covid-19, a significant balance would remain.

The Chairman drew the Committee's attention to the revised recommendation to draw funding from the overall Bridging Divides budget for the time being, and suggested that the additional resource be discussed further at the Committee's strategic away half-day. Whilst there may be unique opportunities post-Covid to use the funding, this would require further detail and discussion at that time. A Member added that they were sympathetic to the notion that the additional resources should be reserved, but noted that the unprecedented nature of Covid-19 and unknown nature of the situation going forward had to be taken into account.

RESOLVED – That the City Bridge Trust Committee:

- a) Approve an extension to the pause on funding for new grantee projects until the last quarter of 2020-21, asking officers to present plans for funding programmes at your Committee on 28th January 2021;
- b) Approve a further £15M allocation from the 'Bridging Divides' agreed 5-year (2018-2023) budget for expenditure in this financial year (2020-21); and,
- c) Approve £50,000 from the central risk budget for work on the interim Bridging Divides review.

12. FINANCIAL UPDATE OF CBT IN RESPECT OF 1 APRIL 2020 TO 31 JULY 2020

The Committee received a report of the CGO and the Chamberlain providing a financial update of CBT's activities for the first four months of the 2020/21 financial year to 31st July 2020.

RESOLVED – That the report be noted.

13. 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.

14. GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS

a) Grants of over £250,000 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 the applications to Members and outlined the proposals.

The CGO advised that the applications for Inclusion London and Consortium LGBT+ had similarities in that they targeted a similar level of work, within the disability and LGBT+ sectors respectively. Organisations within these sectors were generally small, with low income thresholds and both projects proposed to develop those sectors by providing hands-on support to organisations within their memberships and undertaking important analysis of the sectors particularly with regards to the impact of Covid-19. Learning from their connection with organisations would also be used to try and influence policy.

In response to a question from a Member, the CGO advised the Committee that safeguarding against overreliance on one funder formed part of the application assessment process, with it being CBT policy that any grant funding could not represent more than 50% of an organisation's income. Officers also worked closely with organisations and maintained a hands-on ongoing relationship with mutual support and benefit. This connection helped to address and alleviate any possible concerns.

The CGO then introduced the Change, Grow, Live application, which had been received prior to the Covid-19 outbreak. The current restrictions had affected the project and the organisation had adapted to provide remote provision. The organisation supported women in prison and their families. The proposal had been fine-tuned to focus on short-term custodial sentences both in prison and in the community setting after release, and to work with volunteers to ensure ongoing community links become embedded.

In response to a question from a Member, the CGO explained the rationale behind focussing on short-term sentences as opposed to longer-term in this particular application as CBT criteria better suited a focus on those leaving prison and in the community. The CGO added that this work also focussed on reducing recidivism and the disruptive cycle for all members of affected families.

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

1. Inclusion London

APPROVED £336,110 over 5 years (£76,570; £75,590; £77,140; £70,130; £36,680) for the salary of a Business Director and associated development and training activities, plus a contribution to staff capacity for shaping programme activities.

2. Change, Grow, Live

APPROVED £321,800 over 5 years (£62,500, £62,800, £64,600, £65,700, £66,200) to cover the salary of a f/t volunteer coordinator and all associated costs to provide support to mothers receiving short term custodial sentences maintain contact with their families.

3. Consortium LGBT+

APPROVED £290,000 over three years (£90,000; £100,000; £100,000) to research and meet the needs of the LGBT+ sector in London during and post the Covid-19 pandemic. The work will be delivered in partnership with HERO and will ensure specific support is provided to the Transgender sector.

b) **Funds Ordinarily Approved under Delegated Authority**

The Committee considered a report of the CGO advising 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.

A Member advised that some organisations had reported difficulties in their relationships with Ethical Property Foundation, and asked whether this had come up during the assessment process. The Member also noted the conditions attached to the grant to London Wildlife Trust and asked whether this was due to any particular concern. Another Member asked whether current Covid-19 restrictions would impact the proposals in respect of the Deafinitely Theatre application.

The CGO responded that officers could look into any issues relating to grantees, but were not aware of any feedback from organisations regarding Ethical Property Foundation and undertook to discuss this with the Member. The CGO then advised that the condition attached to the London Wildlife Trust grant recommendation was unusual but had been included due to the change of circumstances arising from Covid-19 in this context. However, officers were confident that the workplan would be fine and did not want to delay the application further.

With regards to Deafinitely Theatre, the CGO advised that the project had been postponed until April 2021 due to Covid-19, and approval of the grant would allow the organisation to start planning how the project could be delivered. Noting the ongoing challenges for live theatre and other creative industries, the CGO added that the security of a five-year grant would be important.

The Deputy Chairman asked whether officers knew how many currently-funded schemes were on pause due to Covid-19, noting that CBT had also offered grantees the ability to reroute funding from specific projects to core costs. The CGO responded that there were very few projects that were completely paused, although many were now being delivered in a different way. This was in no small part to the flexibility afforded by CBT and LCRF grant funding to the sector.

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

1. Abbey Community Centre

APPROVED £250,000 over 5 years (5 x £50,000) to support the salary costs of the Project Coordinator and Community Projects Development Manager and associated project costs to deliver a range of activities for older people in Camden.

2. Anna Freud Centre

APPROVED £250,000 over four years (£63,000; £75,000; £77,000; £35,000) for two 'First Steps' group therapy programmes with women who have experienced repeated removals of children from their care. The costs of the programme to be partly funded by Anna Freud Centre and Pause.

3. Arts For All

APPROVED £50,000 over five years (5 X £10K) for the costs of delivering The Rainbow Club, including a contribution to the Key Worker's salary; volunteer expenses; day trips; materials and charity governance.

4. BeFriend (formerly Volunteer Link Scheme)

APPROVED £130,000 over 5 years (£25,000; £25,500; £26,000; £26,500; £27,000) to contribute to the salary costs of the Befriending Coordinators and associated project costs to deliver a Befriending Service for older people in Ealing.

5. Deafinitely Theatre

APPROVED £200,000 over 5 years (5 x £40,000) to contribute to the costs of the Youth Programme for deaf young people in London.

6. Ethical Property Foundation

APPROVED £150,000 over three years (3 x £50,000) towards staff, associate and running costs to continue to provide a property advice service to benefit London's voluntary and community organisations.

7. Ezra Umarpeh

APPROVED £136,100 over five years (£25,600; £24,400; £24,500; £30,750; £30,850) towards the salary of a Home Equipment Delivery Technician (20 hpw), training, and vehicle operation costs.

8. The Federation of London Youth Clubs

APPROVED

- a) £97,000 towards the costs of a package of support through to January 2022 to organisations funded by the Young Londoners Fund, and
- b) Provision of a fund of £150,000 for individual Awards for organisations achieving the London Youth Quality Mark.

9. Focus on Labour Exploitation (FLEX)

APPROVED £104,200 over three years (£36,840; £33,260; £34,100) towards salaries of the 0.8 dpw Networks and LEAG Officer and the 2 dpw Training Officer, and associated project costs of a capacity building programme for organisations supporting London communities at risk of labour exploitation, modern slavery and trafficking. The grant includes a contribution to overheads.

10. Highgate Newton Community Centre

APPROVED £74,000 over a further and final two years (£36,700, £37,300) towards the p/t salary of a Project Coordinator and p/t/ salary of a Meals on Wheels Coordinator and a contribution to association freelance sessional staff costs to deliver a wellbeing programme to older vulnerable community members.

11. Limehouse Project Ltd.

APPROVED £117,100 over three years (£37,900; £39,000; £40,200) for the salary of a full time Universal Credit Support Worker and related running costs.

12. London Bubble

APPROVED £51,600 over a further and final two years (£24,400, £27,200) towards the salary of a project coordinator and evaluation lead, freelance artists and associated costs, to deliver creative sessions for older people on Southwark.

13. London Wildlife Trust

APPROVED £216,000 over five years (£42,200; £42,300; £43,000; £43,850; £44,650) for the salary and project costs towards increasing the participation of under-represented groups at Woodberry Wild. Release of the grant is conditional on the organisation providing a satisfactory year one activity plan for its community engagement work.

14. Park Theatre

APPROVED £36,200 over two further and final years (2 x £18,100) for the delivery of accessible performances for disabled audiences, deaf awareness training, and Evac Chair training.

15. Peter Bedford Housing Association

APPROVED £125,700 over 2 years (£61,600, £64,100) for a Creative Industries Enterprise Coordinator p/t (25hrs per week) and associated costs to provide a creative industries programme of activities and opportunities for people with a learning disability to develop life and employability skills.

15. LONDON COMMUNITY RESPONSE FUND GRANTS APPROVED UNDER DELEGATED AUTHORITY - WAVE 3

The Committee received a report of the CGO advising Members of funds awarded through the London Community Response Fund (LCRF) under delegated authority for wave 3. The CGO advised that over a thousand grants had now been awarded through the LCRF. The Chairman commented that the report demonstrated the breadth and range of responses to Covid-19 and thanked officers for their work on this.

RESOLVED – That the report be noted.

16. 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 7 grant applications that were recommended for rejection.

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

b) Funds Approved or Declined under Delegated Authority

The Committee received a report of the CGO which advised Members of thirty-two expenditure items, totalling £2,689,477, which had been presented for approval under delegated authority to the CGO in consultation with the Chairman and Deputy Chairman.

RESOLVED – That the report be noted.

c) Withdrawn and Lapsed Applications

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

RESOLVED – That the report be noted.

d) City Bridge Trust Communications & 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.

17. REPORT OF ACTION TAKEN

The Committee received a report of the Town Clerk advising Members of actions 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).

RESOLVED – That the report be noted.

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

In response to a question from a Member regarding the strategic away half-day, the CGO advised that a hybrid format for the meeting was an option if possible, with possible venues under consideration.

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

The CGO advised the Committee that the recently released report arising from Lord Lisvane's governance review contained references to CBT and set out possible future arrangements for the Committee's functions. However, it was noted that all the recommendations within the report had yet to be discussed and debated by Members, and this would precede any agreement or action.

20. **EXCLUSION OF THE PUBLIC**

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

Item No.	Exempt Paragraphs
20 - 22	3
23 - 24	-

21. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 8 July 2020 be agreed as an accurate record.

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

The Committee received a report of the CGO.

23. **LEARNING CASE STUDY**

The Committee received a report of the CGO.

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

There were no questions.

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

There was no other business.

The meeting ended at 3.35 pm

Chairman

Contact Officer: Joseph Anstee
tel. no.: 020 7332 1480
joseph.anstee@cityoflondon.gov.uk

The City Bridge Trust Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	28 Nov 2019	Strategic Initiatives Update	CBT Team	January 2020	A progress report on the London's Giving Strategic initiatives will to be brought to Committee in January 2020.
2.	17 Sept 2020	Bridging Divides Review Survey	CBT Team	November 2020	Officers to collect more responses from staff to the Bridging Divides Review survey.

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Committee: City Bridge Trust (CBT)	26th November 2020
Subject: Progress Report	Public
Report of: Chief Grants Officer and Director of CBT (CGO)	For Decision

Summary

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

- a) Draft Race Action Plan
- b) Anti-Racism Work
- c) London Community Response Fund Wave 4 and 5
- d) Taking Bridging Divides off pause
- e) The Bridge Programme – Funder Plus Offer
- f) Cornerstone Fund
- g) Prince's Trust update
- h) Members' Strategic Away Half Day

Recommendation

Members are asked to:

- a) Note the updated Race Action Plan at Appendix 1.
- b) Provide any thoughts or comments on prioritisation in regard to delivery of the actions outlined in the Race Action Plan.
- c) Agree to work with the CBT team, with appropriate support, to deliver the Race Action Plan, being 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); and
- d) Agree to delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chair, to consider any proposals for CBT contributions to Wave 5 LCRF funding if a decision is required ahead of the next CBT Committee in January 2021.

Main Report

Your speaker today is Jeremy Crook OBE - CEO of Black Training & Enterprise Group (BTEG). BTEG is a long-established charity (and CBT grantee) whose mission is to end racial inequality and seeks to empower BAME communities through education, employment and enterprise. He will speak to your Committee today and take questions on the Moving on Up (MoU) joint initiative.

BTEG, Trust for London and City Bridge Trust collectively deliver the MoU project which aims to reduce the major disparity in employment rates between young Black men and their White counterparts. Phase 2 of MoU is well under way and supports a **collective impact approach** (i.e. one that requires that stakeholders' actions are co-

ordinated) in two targeted boroughs – Brent and Newham – and incorporating local authorities, employers, job centres and the voluntary sector. MoU also works closely with the GLA's Workforce Integration Network (<https://www.london.gov.uk/what-we-do/workforce-integration-network-win>) through which the Inclusive Employers' Toolkit was successfully launched in October at an event at City Hall introduced by the Mayor and chaired by Jeremy.

DRAFT Race Action Plan report

1. Appendix 1 provides an update on the Race Action Plan presented at the October Committee Away Half-Day. Having taken into account the Members' discussion and comments on the potential actions and solutions, your CGO and Dinah Cox have further developed the plan by the addition of information on where the responsibility for the development and delivery of the actions agreed could potentially sit within CBT, Bridge House Estates (BHE) and the City of London Corporation (CoLC). The next step is prioritisation in terms of delivery of the actions, which is being discussed with staff as well as the Committee.
2. All of the actions will be anchored in CBT's values: Progressive; Adaptive; Collaborative; Inclusive; Environmentally responsible; and Representative (P.A.C.I.E.R.). And the plan's delivery would also be monitored by the newly formed Diversity, Equity and Inclusion Working Group which has membership from staff across CBT.

Anti-Racism Work

3. In June 2020, the Chair of CBT Committee, Dhruv Patel, made a public statement on behalf of CBT following the brutal killing of George Floyd which sparked worldwide Black Lives Matter demonstrations. explaining why CBT will always stand in solidarity with, and in support of, London's BAME communities
<https://twitter.com/CityBridgeTrust/status/1270092093382438912>
4. Evidence shows we still live in a world where inequality is rife. This has been brought into further relief through the unequal impacts of the current pandemic. To give just one example, the Joint Committee report, 'Human Rights report of Black people, racism and human rights' published on 11 November 2020 provides stark evidence of inequality in relation to areas such as health, the criminal justice system and democracy. It suggests that now is the time to implement actions to tackle the issues.
<https://committees.parliament.uk/publications/3376/documents/32359/default/>
5. CBT has always funded projects that increase support for, engagement with and equality within Black, Asian, and other minority ethnic groups. An example being the 'Moving-On Up' programme who are speaking at today's meeting. CBT is also a member of the Diversity, Equity and Inclusion (DEI) Coalition and the Funders Alliance for Race Equality. The development of the Race Action Plan with Committee Members and officers of CBT since June 2020 has shown a commitment to do more, both as a grant maker and in managing staff, to support a more level playing field for all Londoners, with

racism being tackled and Black Asian and minority ethnic Londoners respected and able to fulfil their potential.

6. In light of the above, the CBT Committee is asked to agree to work with CBT officers and appropriate support to discuss priorities and agree delivery of this ambitious action plan in response to racism within our society, mindful of CBT's values, responsibilities as London's largest independent funder and the work of BHE's trustee, the CoLC. Any comments on prioritisation are welcomed within the Committee meeting or by way of follow up.

CBT Covid Response

7. CBT continues to:

- a) work with & support those organisations in receipt of Bridging Divides funding;
- b) assess applications in the existing pipeline;
- c) contribute officer time as part of the formal structures underpinning London's response to the pandemic (including consideration of learning to date and of how London's resilience structure could be further improved in the future with deeper connections to the community, voluntary and funder sectors);
- d) work in collaboration with other funders (see below).

London Community Response Fund – Wave 4 &5

8. In March 2020, you established the London Community Response Fund (LCRF), as a restricted fund of Bridge House Estates (BHE), as part of the wider London Community Response (LCR) which is being led by London Funders. Since its inception, LCRF has received donations income from third parties of £14.859m and with a transfer of £11.0m from BHE, the total funds available to the programme at 3rd November 2020 were £25.859m.
9. The 'Bridging Divides' agreed 5-year base budget is £125m (2018-2023). There has been an additional allocation agreed by the Court of Common Council in March 2020 of £200m.
10. Allocation of a further £250k to the LCRF, from your base budget, was approved by delegated authority on 12th November 2020. The £250k will match an equal donation from the Paul Hamlyn Foundation towards making another round of emergency grants in Wave 4, as a response to the latest lockdown measures. A major donor from previous rounds is also expected to make a further significant donation directly to LCRF for this round, of around £1m, but the exact amount is still to be decided. The final LCRF budget for this wave is expected to be in the region of £1.5m and approximately 20 other funders are committed to supporting the 4th Wave as part of the wider LCR.
11. Responding to the latest needs analyse data, Wave 4 will focus on:
 - a) Equity-led groups working with the most vulnerable and marginalised;
 - b) Basic needs – food and essential items;

- c) Advice services to people on benefits, or facing employment, housing and/or immigration problems;
 - d) Work that helps to get messaging about how to keep safe those who may be missed by existing communication channels;
 - e) Adaptations to deliver digital services including for those at risk of digital exclusion;
 - f) Resilience of staff and volunteers;
 - g) Mental health – supporting wellbeing and tackling loneliness and isolation;
 - h) Development work to help to access longer term funding or avoid the loss of premises.
12. This 4th Wave launched on 12th November 2020 to applicants seeking emergency grants of up to £10k towards the above, with grants being awarded over the coming weeks.
13. In addition, there will be a 5th Wave of funding, likely to be launched in January 2021, which is likely to have a stronger emphasis on core funding for up to a year (probably up to £50k per grant for up to 12 months). Funding in this Wave will aim to support organisations to sustain themselves in the future and to meet identified need for longer term flexible funding as opposed to short term project funding.
14. It was not originally envisaged that the LCRF would be involved in Wave 4 but rather that it would focus on Wave 5. A committee paper had originally been planned for decision at this meeting, which would have sought your approval to allocate further funding towards Wave 5.
15. Whilst a number of funders are interested in further collaboration during Wave 5, the emergent nature of this work, and the fast pace of launching Wave 4, has necessitated an operational pivot in order to deliver funding decisions before Christmas, which has delayed Wave 5 planning.
16. We are working in the most extraordinary of times which make future planning very challenging. However, the current lockdown, the needs of the sector and their communities, and the opportunity for LCRF to leverage additional funds from other funders have come together to continue to make a compelling case for supporting Wave 5 at a substantial level. Discussions with the key players are underway. Due to the timings of Wave 5, it may be the case that a decision will be required on a potential CBT contribution prior to the next Committee meeting. If this is the case, a separate paper setting out the plans for Wave 5 in greater detail will be prepared, and the Committee is asked to delegate authority for this to be considered by the Town Clerk, in consultation with the Chair and Deputy Chair, if a decision is required ahead of the next CBT Committee in January 2021.

Taking Bridging Divides off Pause

17. Grant applications for new projects were paused in May 2020 across most of the Trust's programmes, allowing the team to focus on the London Community Response, pan-London transition and recovery planning, our current portfolio of funded organisations and the pipeline of applications

received before the Covid-19 health crisis. We are currently reviewing all our programmes in light of lessons from lockdown and the ways the sector (as well as the needs of disadvantaged communities) has changed in recent months.

18. Your January Committee will receive a paper recommending programmes that should be taken off pause first and whether any programmes should be re-shaped. It is likely that some programmes may stay on pause for longer than others, and there could be a phased opening over 2021. These recommendations will take account of the likely demand for funds and the remaining Bridging Divides' budget available. We recognise that many funders (ourselves included) have prioritised the emergency phase in 2020, and we believe it is now the right time to start offering longer-term funding to give organisations greater stability.

The Bridge Programme – Funder Plus Offer

19. You may re-call that you have been supporting a pilot 'Funder Plus'¹ programme since September of last year. The programme is being managed and evaluated by Rocket Science, with the Cranfield Trust and Locality providing a diagnostic service which then connects your grantees with providers of capacity building support. The pilot phase will end in December 2020 when Rocket Science's evaluation report will be complete. We propose to share this with the Committee at your meeting in January 2021 when we also bring proposals for the continuation of the programme.

Cornerstone Fund

20. A consultation meeting for Round 2 of the Cornerstone Fund was held on 5th November, facilitated by the Learning Partner for this initiative, Collaborate. You may recall that this programme ran as a funder collaboration that comprised Trust for London, the National Lottery Community Fund, the GLA and John Lyons Charity. All of these funders are committed to working with us on Round 2 and we hope that the event has piqued the interest of other funders who would like to work alongside us. The event also targeted current grant-holders, together with potential new applicants to the Fund. At the time of writing this report, the guidelines for Round 2 were being drafted with a view to launching in January. Broadly, Round 2, as in the case of Round 1, is likely to focus on civil society support organisations which are taking collaborative/partnership approaches to bring about systemic change in how they work with those they support.

The Prince's Trust

21. In September 2014 this committee agreed to recommend a grant of £10m over a 10-year period (£1m/year) to The Prince's Trust (PT), with break clauses at years three, six and nine, subject to effective delivery. This was subsequently approved by Policy & Resources Committee, and the Court of Common Council. The grant period commenced in April 2015.

¹ 'Funder Plus' means providing capacity building support for grantees, usually through a third-party provider, thereby adding value to the grant.

22. This strategic grant was awarded to enable PT to impact some of the most socially deprived areas of London, and to ensure more work is done across London to assist young people from challenging backgrounds.
23. This update is specific to how your grant has supported young Londoners since the start of the Covid-19 pandemic. A more detailed progress report will be presented to your March 2021 committee meeting, as per the requirements of the break clause at the end of the sixth year of this strategic partnership.
24. In line with the decision to offer organisations in receipt of a Bridging Divides revenue grant the flexibility to use some of the funding towards core costs supporting charitable activities for the benefit of London, a similar flexible approach was offered to PT.
25. PT made the decision to claim the salary of the 'Head of Projects – CBT' postholder through the government's Coronavirus Job Retention Scheme, with the postholder on furlough leave from 1st May through to 31st August. Across the whole of the organisation, frontline staff and numerous individuals in leadership roles remained working throughout that period, but all at a reduced capacity (four days a week for full-time staff). This enabled them to access and divert funds with the flexibility needed to support frontline services for young people.
26. The start of lockdown required PT to adapt delivery and make changes to the programme mix of their services to meet the changing needs. Your grant was diverted into the adapted youth work support which comprised a mix of caseload management support, and small group engagement sessions, all designed to support young Londoners through the crisis and retain focus on their goals. The adapted virtual delivery has resulted in an overall lower unit cost per person. PT project that by the financial year end, they will have reached and supported 1,544 more young Londoners than originally planned for this year's budget.
27. The first post-lockdown Explore programme (formerly Fairbridge) took place in June and has since been running as an end-to-end five-week offer including group sessions and developmental 1:1 support, catering for the hardest to reach young Londoners. The transfer to online delivery has seen excellent cohort retention and higher enquiry numbers.
28. The in-schools Achieve programme has also been adapted for online delivery. Although the start of this academic year has been challenging, more schools are now engaging and collaborating to develop the resources to have more vibrant formats.
29. Adapting Team for online delivery has been particularly challenging, given the key elements of the overnight residential, community projects, work experience and team challenges. Following the lifting of the first lockdown, a blended approach to delivery has been taken, although the overnight residencies have not gone ahead.

30. Get Started has translated very well online; the online delivery model has proven to be a better model for these types of long-term programmes. There has been an increase in demand to attend as the longevity of the pandemic encouraged young people to engage for a longer period, and PT have broadened the range of themes on offer including Digital Film and Music Production, Choreography, Animal Care, Customer Services, and Stewarding.

Next Steps

31. In August, a review was initiated to look at the different models of delivery and ways of working, updating systems and processes, to help shape the next three to five years for PT. This will also include intensive income forecasting for the next two to three financial years, so as to determine the size of the organisation, and therefore live effectively to its projected future income, whilst continuing to meet the growing demand for its services from young people.
32. As mentioned above, a report will be presented to your March 2021 committee meeting. This will detail the outcomes and impact of the six years of this strategic partnership (at that point) as well as outline the proposed outcomes and objectives, should you wish to approve funding, for the next three-year period of this strategic partnership.

Members' Strategic Away Half Day

33. On 19th October you held your annual Strategic Away Half Day. The aim of the away half day was for the CBT Committee to contribute to and have ownership of the CBT Draft Race Action Plan and the Interim review of Bridging Divides. Through a range of interactive sessions including, videos, training and small group discussion Members considered:
- a) What do you see as CBT's role in relation to improving racial justice through to 2025?
 - b) What barriers are there to this outcome?
 - c) Reopening Bridging Divides: What should we maintain? What should we prioritise? What should be our attitude to risk?
34. You also heard direct from 3 of your funded organisations, Naomi Lerer CEO of [Noa Girls](#), Camille de Groote, Development Manager from [Streetwise Opera](#) and James Banks, CEO of [London Funders](#) who shared their experiences of Covid-19 and gave advice to CBT moving forward. The 'We Stand with the Sector' statement coordinated by London Funders was widely welcomed and you may have seen the Trust has signed up to the new reaffirmation of this statement. There was also felt to be a real opportunity for funders to take lessons learned in Covid-19 to do things differently and work with funded organisations in a more equitable way.
35. Member feedback, both at the session and through an online survey was overwhelmingly positive and many were particularly inspired by the racial justice session and from hearing directly from your funded organisations. Moving forward Members asked for:

- a) More opportunities to discuss and reflect wider data relevant to the work of CBT;
- b) More opportunities for informal conversations with Members and officers;
- c) More time and/or more frequent opportunities for strategic discussion;
- d) Whilst many missed the opportunity for face-to-face discussion it was felt the interactive and varied structure of the session worked well and should be used again at future meetings.

36. Full minutes and links to the pre and post reading have been circulated to all Committee Members.

David Farnsworth, CGO, TEAMS: David Farnsworth (internal directory)
E: David.Farnsworth@cityoflondon.gov.uk

DRAFT CBT Race Action Plan for Consultation

* BHE – Bridge House Estates, CBT – City Bridge Trust, CoLC – the City of London Corporation; CFT – Charities Finance Team; CG – Central Grants, DEIWG – Diversity, Equity and Inclusion Working group, FM – Funding Managers, FO – Funding Officers, IL – Impact and Learning, LT – Leadership Team, SI – Social Investment. Also: AE – Milly Ehren, CM – Cathy Mahoney, DC – Dinah Cox, DF – David Farnsworth, SN – Scott Nixon, VL – Values leads, VM – Volunteering Managers.

NB Final Plan: Leads to provide updates to SN on a monthly basis; progress to be reviewed by the DEIWG then LT on a monthly basis (with 2 members of the DEIWG joining the LT meeting); and a progress summary to be provided to each CBT Committee.

Issue	Initial Actions	Potential Solutions and Further Actions	Who*
Internal			
1. Who's elected to the Court of Common Council?	<p>Collate London and CoLC, demographic data on who stands and is elected.</p> <p>Collate best practice from other organisations on BAME individuals standing for election and any support when in office.</p> <p>Listen to BAME Members.</p>	<p>If data shows elected Members do not reflect London's diversity: Further develop positive action (e.g. mentoring) and communications to encourage/ support more BAME individuals to stand for election to the Court of Common Council.</p> <p>Consider the roles, experience and skills of Members in relation to race issues.</p> <p>Support Members with training and development around anti-racism (to include a regular audit of the quality and take up of such training).</p> <p>Develop the work on co-option to Committees to bring more experience around race issues to governance decision making.</p> <p>Monitor changes to outcomes for BAME individuals applying, selected and elected for office and relative statistics for length of service and positions held.</p>	CoLC: (DC to liaise with Angela Roche).
2. Who's elected to the committees governing	<p>Collate demographic data on who stands and is elected to London charities' boards.</p> <p>Collate demographic data on who stands and is elected to</p>	As above but through the lens of the BHE charity and CBT.	BHE: (AE to source & collate data).

Issue	Initial Actions	Potential Solutions and Further Actions	Who*
BHE, including CBT?	<p>the committees governing BHE, in particular CBT.</p> <p>Listen to BAME Members and co-optees of the CBT committee.</p>		CBT: (CBT Chair/Deputy/Director & DC).
<p>3. Who's employed and who's promoted?</p> <p>Page 24</p>	<p>Collate London, CoLC, BHE and CBT data on where posts are advertised, the demographics of who applies, is long-listed, is short-listed and is employed (at what level); also the data on retention, promotion.</p> <p>Collate best practice from other organisations on employing, retaining and promoting BAME staff including any specific advice for charities.</p> <p>Listen to BAME staff.</p>	<p>If data shows staff, at all levels, do not reflect the city's diversity. Review HR policies, procedures, recruitment (including temp agencies) and advertising documents using a racial justice lens and make changes where appropriate to increase BAME representation.</p> <p>Ensure non-BAME managers understand privilege and are performing, recruiting and promoting in an anti-racist way.</p> <p>Evaluate current monitoring of recruitment, employment and promotion to ensure its collecting information that is useful and used. (But don't keep asking people to prove what is already known – racism does exist).</p> <p>Adequately resource race equality (and broader DEI) work with dedicated staff time, including restructuring and new posts if necessary.</p> <p>Drawing on the above, consider opportunities when BHE and CBT are able to show leadership and model best practice.</p>	<p>CoLC: (DF to request data from HR & up to date recruitment guidance/ planned changes).</p> <p>BHE: AE/DC to collate best practice in relation to charities & DC to critique current practice against best in class.</p>
4. How are learning and development opportunities working?	Identify and collate any race statistics/data from CoLC, BHE and CBT on who is accessing learning and development opportunities (to include a gap analysis if the data is only partially available).	<p>If data shows BAME staff are not accessing opportunities, use a racial justice lens and make changes where appropriate to increase BAME uptake. (E.g. managers' proactively encouraging BAME staff).</p> <p>Ensure managers are trained /performing in an anti-racist way with staff they manage.</p> <p>Potentially update or provide different learning and development opportunities to ensure race issues are understood.</p>	CoLC: DF to request stats/data from HR including BHE/CBT cut if available & info on future plans).

Issue	Initial Actions	Potential Solutions and Further Actions	Who*
	<p>Review current learning and development opportunities to evaluate if they help staff develop anti-racist approaches.</p> <p>Collate best practice from other organisations on learning and development.</p> <p>Listen to BAME staff.</p>	<p>Monitor changes to the take up of learning and development opportunities and the relative outcomes for BAME individuals.</p>	<p>CBT: LT/IL/supported by DC (who will also collate best practice).</p>
<p>5. Who are the consultants?</p> <p>Page 25</p>	<p>Collate race equality data on, and understanding of race issues with current CBT consultants.</p> <p>Listen to current BAME consultants.</p>	<p>Develop tendering processes for consultancy work that record consultant's racial, (and other protected characteristics), background and equalities knowledge and experience.</p> <p>Ensure consultants are working using anti-racist methods with expectations being clearly set on engagement and during on-boarding and monitor.</p> <p>Ensure consultancy opportunities are advertised with BAME consultants.</p> <p>Consider on a case by case basis in respect of projects whether the staff team has the skills and capacity to cover the race equality perspective or if additional consultancy support is needed.</p>	<p>CBT: DF to request any CoLC procurement data.</p> <p>DC to prepare & recommend process/methods drawing on best practice for CBT to implement.</p> <p>LT (re adverts & project needs).</p>
Internal and External			
<p>6. How is race reflected in the PACIER values?</p>	<p>Sense check that staff understand how race fits into values work.</p> <p>Listen to BAME staff.</p>	<p>If staff feel it is needed – further develop values work to embed racial justice particularly in relation to Inclusion, Representation and Progressive values.</p> <p>Ensure differential experiences for BAME communities around other PACIER issues such as the environmental responsibility are included.</p>	<p>CBT: VL/DEIWG.</p>

Issue	Initial Actions	Potential Solutions and Further Actions	Who*
		Enable BAME staff to have a safe-space to discuss the ordinary, systematic and institutional racism faced, (such as the CoLC BAME network).	CBT: DC.
7. How can DEI work around race be woven into all the work?	<p>Continue to gather good practice from external organisations (e.g. at DEI Coalition meetings).</p> <p>Consider when race needs to be approached as a separate issue and when it is part of a broader DEI agenda.</p> <p>Develop TOR and a workplan for a DEI Working Group.</p>	<p>Ensure work of DEI around race is understood and disseminated throughout CBT. Including developing a DEI working group to support the work of the DEI Coalition Champions and broader DEI work across CBT.</p> <p>Ensure issues of intersectionality (how one can belong to more than one identity group) are considered.</p> <p>Use a Human Rights approach to balance the outcomes for different identity groups where there are potential conflicts.</p> <p>Consider the resources needed to embed race equality work (time, staff etc) including at a senior level.</p> <p>Link the CBT race work to that of the CoLC and BHE.</p>	<p>CBT: LT/IL/DC.</p> <p>CBT: DEIWG.</p> <p>CBT: DEIWG supported by DC/LT.</p>
8. How do volunteering opportunities support BAME staff, organisations and communities?	<p>Collate race statistics from CoLC, BHE and CBT data on who is accessing volunteering opportunities.</p> <p>Collate statistics on whether BAME led organisations are involved in the volunteering opportunities.</p>	<p>If data shows BAME staff are not accessing opportunities, (e.g. LEAP, external trusteeships), use a racial justice lens and make changes where appropriate to increase BAME uptake. (E.g. managers proactively encouraging staff, using the CoLC BAME network, internal advertising).</p> <p>Ensure BAME staff are involved on Community Infrastructure Levy Neighbourhood Fund Officer Panel.</p> <p>If data shows BAME organisations are not accessing opportunities to use volunteers use a racial justice lens and make changes where appropriate to increase uptake. (E.g. using advertising, Funder Plus).</p> <p>Monitor changes to outcomes for BAME individuals and organisations.</p>	<p>CoLC/CBT: VM.</p> <p>CoLC/CBT: CG.</p> <p>CoLC/CBT: FM/VM.</p>
9. How do CBT BHE and	Collate best practice in communicating around race.	Update website - including a race equality statement/policy (URGENT).	CoLC: CM to ascertain if any

Issue	Initial Actions	Potential Solutions and Further Actions	Who*
CoLC communicate around race issues?	Investigate the history of BHE finance and any links to racism. Gather information on CBT, BHE funded, anti-racist work.	Develop communicating in an anti-racist manner training for all staff. Prepare an honest document on the links between BHE funds and historic racism. Publish positive anti-racism stories. Celebrate BAME success and culture (and not just during October!) Prepare arguments to deal with push-back from racists.	corporate guidance/good practice & supported by DC to draw together best practice. BHE: AE/CFT (investigate history of BHE finance). CBT: IL.
10. How is whistleblowing on racism encouraged?	Sense check whether staff and funded organisations feel the current system is fit for purpose.	Support CoLC in the development of a Confidential Advisor's Scheme. Ensure people aware of the scheme, (including on website, in grantees packs as part of staff induction). Act on complaints and report back on outcomes.	CoLC: HR/Equity Lead (DF/DC to ascertain timing on corporate scheme). CBT: LT/FM (consideration of approach with funded organisations).
External			
11. Are London's BAME communities' needs and aspirations being met?	Collate demographic, assets and needs data on London's BAME communities. Capture and disaggregate the data on different communities that make up the BAME category. Collate best practice information on supporting	If data shows the needs and aspirations of BAME communities are not being met, use a racial justice lens to design new or update current funding streams using ABCD and co-production. Work with CoLC to deliver good outcomes for BAME communities through social investment and broader philanthropy work. Ensure racial justice is included in BHE strategic development. Work with partners to increase and further develop BAME funding. (Ensuring BAME people are paid for their expertise).	CBT: IL/LT/FM/ DC.

Issue	Initial Actions	Potential Solutions and Further Actions	Who*
	<p>race equality. (Including via Equity Partner – Ubele).</p> <p>Monitor whether non-BAME funded groups are working in an anti-racist way.</p>	<p>Potentially fund the new BAME Foundation initiative.</p> <p>Outreach to BAME communities regarding the Community Infrastructure Levy Neighbourhood Fund.</p> <p>Adequately resource race equality work internally including dedicated staff time, restructuring and new posts if necessary to ensure external BAME work supported.</p> <p>Ensure non-BAME funded groups are working in an anti-racist way as part of the application and monitoring process.</p> <p>Monitor changes to outcomes for BAME individuals.</p>	
<p>12. Who's funded?</p> <p>Page 28</p>	<p>Collate data on who's funded and on London's BAME voluntary and community sector.</p> <p>Collate information on types of grants given to BAME led organisations.</p> <p>Collate best practice information on grant making and race equality.</p>	<p>If data shows the BAME organisations are missing out on proportionate funding use a racial justice lens to increase funding including through new (e.g. BHE) or updated current (e.g. Bridging Divides) funding streams using ABCD and co-production.</p> <p>Evaluate current monitoring to ensure its collecting information that is useful and used.</p> <p>Monitor outcomes of changes to funding for BAME led groups.</p> <p>Work with partners (e.g. through Funder's Coalition on Race Equality, LCRF and Ubele) to understand, develop and strengthen the BAME voluntary and community sector.</p>	<p>CBT: IL to collate & analyse CBT data & relevant London data. Also, with FMs to evaluate current monitoring & outcomes.</p> <p>CBT: DC to support funding team, with partners, to collate best practice on grant-making & race equality.</p>
<p>13. How are BHE and CBT perceived by BAME communities?</p>	<p>Collect qualitative data – through interviews and anonymously with a range of BAME led groups and stakeholders.</p>	<p>Use data to inform race work, such as the development of the BHE strategy.</p>	<p>BHE: CM/AE through positioning work.</p> <p>CBT: CM/DC/DEIWG.</p>

Committee	Dated:
City Bridge Trust (CBT)	26 th November 2020
Subject: City Bridge Trust Mid-Year Review	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For information
Report authors: Ruth Feder/ Jemma Grieve Combes, Head of Impact & Learning	

Summary

Bridging Divides is CBT's five-year strategy running from April 2018 until 2023. For each year of the strategy your learning partner Renaisi provides a review of progress towards implementing the strategy with recommendations for the coming year, as well as shorter mid-year reviews.

Because this mid-year report covers the period between April and October 2020, which includes the COVID-19 pandemic, and associated unprecedented changes at CBT, it is more in-depth than standard mid-year reviews. (see Appendix 1). In the report, Renaisi seeks to understand where the Trust is now, in light of the pandemic and uplift in spend approved by the Court of Common Council in March 2020. Additionally, it delves deeper into four themes: collaboration, the Trust's equity, diversity and inclusion work, the pan-London strategic response to the pandemic and the Trust's identity as a funder.

There are four recommendations for the Trust; to produce a document bringing together all strategic pieces of work taking place over the next 12 months, to continue to work towards the recommendations from the year two annual review, to assign a staff member to work through ideas from the team gathered in the survey for this report and to consider how to support the wellbeing and motivation of staff members through the Winter – how to take stock, reflect and recover from the past year as well as how to celebrate achievements.

Recommendation

Members are asked to:

- a) Note information on progress towards implementing Bridging Divides to date, including key learning points and recommendations, as presented in the attached Appendix.

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City Bridge Trust

Mid-year review

Amanda Norrlander and Alice Thornton

November 2020



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Appendix 1: Recommendations from End of Year 2 review

Appendix 2: Ideas from staff

“I am very proud of the difference we have made to charities during Covid-19. We should celebrate what we have achieved and how hard we have worked.”

Survey respondent

Background and purpose of this review

[Renaishi](#) has been City Bridge Trust's learning partner for the Bridging Divides strategy since it was launched in 2018.

As part of our role, Renaishi produces an annual review of Bridging Divides. The second annual review written in April 2020 included an overview of CBT's work internally on values and learning, as well as a temperature check on where CBT was at more generally. This mid-year review provides an update on that report.

The main aims of this mid-year review:

- To understand where CBT is now and what the next steps are in light of the pandemic and the uplift in spend
- To review CBT's progress against the recommendations from the end of year 2 review

The review also delves further into the following key themes:

- The role of collaboration
- The Equality, Diversity and Inclusion work
- The pan-London strategic response
- CBT's identity as a funder

Methodology



This review has been informed by the following research activities:

- **Nine telephone interviews** with one funding officer, two funding managers, one member of the charity finance team, four members of the leadership team and one external consultant.
- A **survey** completed by a total of 21 out of the 47 staff members ($\approx 45\%$) to provide a 'temperature check' helping CBT to better understand the team's experience of working through the pandemic, their views on CBT's values in light of the pandemic, and any thoughts they have for what CBT should prioritise going forward.
- A **review of relevant documents** such as the draft Race Action Plan, external data digests, and meeting minutes.
- Regular **conversations with the co-Heads of Impact and Learning**.

Findings

Changes since March 2020: At a glance

CBT Team

- Rapid shift to remote working
- Stand up, sit down and coffee carousel meetings moved online and the frequency of meetings was increased
- New daily meetings of Funding Officers
- Switched to a paperless system of working
- Switched to video 'visits' to funded organisations instead of in-person
- Additional resource was taken on within the team to support the additional workload as a result of the LCRF
- Team members that were able to volunteered to support LCRF application sifting – a significant new investment of the team's time
- Significant investment of time working adaptively with funded organisations
- Initial surge of workload at all levels due to emergency response. Risk that exhaustion starts to set in as need to keep responding has not gone away.

Strategic and governance work

- Significant new role representing VCSE sector at London Strategic Coordination Group
- Bridge House Estates Strategic Governance review and Lord Lisvane's recommendations under consideration by Corporation
- Significant work to set up ringfenced fund within Bridge House Estates to host London Community Response Fund
- £11m committed to LCRF by Bridge House Estates, with an unprecedented level of cross-sector collaboration involved
- LCRF awarded £25m in total (across waves 1-3) to around 1,500 organisations
- Close collaboration with London Funders to support and input to wider London Community Response, which has awarded £42m to date
- Commissioned a Race Action Plan to address racial justice issues
- 'Mini-review' of Bridging Divides set up to begin work soon
- Reiterated CBT's support for better reporting in an IVAR blog, '[Covid-19: How funders can ease reporting requirements](#)'
- Jointly funded IVAR's Learning Review of funders' responses to Covid-19

Funding programmes

- Paused majority of funding programmes to focus on existing portfolio, pipeline and continuation requests
- Internal appointment made to new LCRF Programme Management role
- Made a public statement to the sector on the 27th March 2020 about how CBT will live its values during the pandemic ([Adaptive and Responsive: Our Aim Right Now](#))
- Financial assessment process simplified
- New increased threshold for delegated authority has sped up decision making process
- Simplified the monitoring form to make it easier for funded partners
- Gave small funded charities an additional quarterly payment in response to the initial crisis
- Offered funded organisations the opportunity to convert their grant to core funding
- Worked closely with funded organisations to support them and offer flexibility – in many cases, offering a more relational approach
- Awarded almost 2000 grants through London Community Response Fund – more transactional approach to achieve high volume of grants
- Clearer focus on equitable funding through London Community Response Fund
- Attended intelligence-sharing sessions convened by London Funders

Team's experience of working at CBT during the pandemic

Figure 1: Staff survey – Word cloud showing the (up to) three words respondents used to describe what it has been like to work at CBT during the pandemic.



Dark blue – living CBT's values
 Purple – positive experiences
 Red – neutral comments
 Yellow – fast-paced and busy
 Light blue – other challenges

The most commonly used words to describe what it has been like to work at CBT during the pandemic were **supportive** (6), **inspiring** (5), and **busy** (4). These were followed by **collaborative** and **flexible** (3 responses each). *Exciting*, *responsive*, *stressful*, *tiring*, *interesting*, and *reassuring* were all used twice, and the other words were used once.

Views on working at CBT during the pandemic varied – some people were overwhelmingly positive about CBT’s response both internally and outward facing, and others felt that there was room for improvement.

The list below show some key themes of **what team members felt has worked well**:

- **The team atmosphere** has been supportive, kind and flexible (e.g. for staff with childcare needs) despite the busy working environment. The wellbeing of staff has been prioritised by LT – this has been highly appreciated by many
- **Improved team communications** – the more regular sit-down meetings and longer stand-ups have helped to join up different workstreams
- The team generally feel **inspired and proud** of what CBT has achieved (e.g. LCRF, core funding conversion, the supportive and relational approach)
- Those who have been **onboarded** to the team during the pandemic were positive about the experience
- CBT has acted as a **relational and supportive funder** to its funded organisations

“CBT is a great place to work and there has been good camaraderie during the crisis.” (Survey respondent)

“The last 6 months has shown CBT at its best – adaptive, progressive and ambitious. I have been stunned by how adaptive we have proved to be as a team and think the pandemic has probably fast tracked a load of necessary changes which previously would have taken years to embed.” (Survey respondent)

“It has been rewarding as it is clear how passionate everyone is about making a difference and the impact CBT has on so many charities.” (Survey respondent)

“I started my role during the pandemic, and my introduction to the organisation has been so seamless despite being remote. The work everyone is doing is amazing and every member of staff I have virtually interacted with has been so helpful. People have been challenged and continue to be challenged by the working circumstances, but everyone has been positive and has continued to work tirelessly.” (Survey respondent)



The list below show some key themes of **what some team members felt has worked less well**:

- It has been **tough to deliver at a high pace** when some felt they lacked the appropriate resources
- Some have experienced **feeling isolated** when working from home, and felt removed from their colleagues
- Some felt there is lack of internal communications in terms of **decision-making processes** at LT level, though this varied across the team
- **Differences of personal experience during the period of Covid-19** due to juggling different responsibilities at home and at work has led to frustration for some
- A small number of respondents felt that CBT has been **process-driven and not values-driven** during the pandemic
- Some felt 'normal' internal processes e.g. relating to personal development were understandably put on hold, but there is a need to bring these back

"Working from home with very little interaction with others has been hard." (Survey respondent)

"Communication is still an issue. Senior Management decision-making is often very opaque. The team receive top line information, but more collaboration/co-production with 'expert' Funding Managers is needed." (Survey respondent)

"It was tricky to ramp up activities so quickly without the resource required being available as quickly as we needed to move." (Survey respondent)

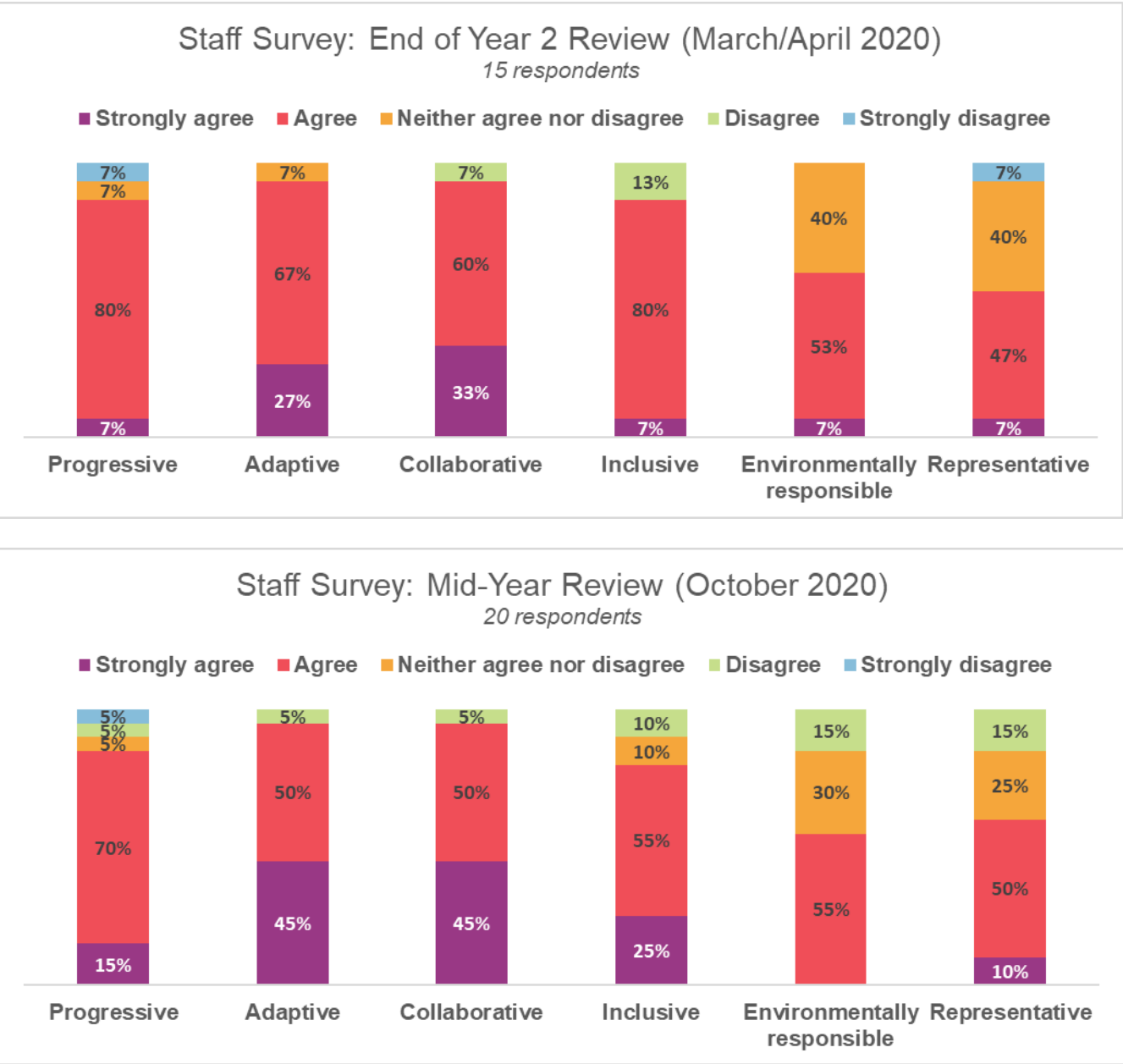
"Changes have been made too quickly and have mirrored CBT's process-driven approach." (Survey respondent)



CBT's values

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Figures 2 and 3: To what extent survey respondents feel CBT is aiming to live the six values, in March/April 2020 and October 2020 respectively.



CBT's values

- There has been **little overall change** in the proportion of people who agree or disagree that CBT is living each of the values.
- However, there has been an increase in the proportion of people who *strongly* agree that CBT is **progressive, adaptive, collaborative** and **inclusive**. For example, 45% of respondents strongly agreed that CBT is adaptive and collaborative in October, compared to 27% and 33% respectively in March/April.
- A slightly higher proportion of people disagreed that CBT is **representative** in October (15%) compared to March/April (7%).
- '**Environmentally responsible**' is the only value which has seen a more significant (negative) change in perceptions. In October, no respondents strongly agreed that CBT is living this value (compared to 7% in March/April), and 15% disagreed that it is (compared to none in March/April).

Overall, many staff felt that the pandemic has helped to show the **importance and potential of having values to guide CBT's work**. However, it was noted by many that CBT still has a **long way to go until the values are fully embedded**.

- **Collaborative** and **adaptive** were commonly talked about in the interviews as core to CBT's pandemic response, which was mirrored in the survey data. For example, changing CBT's support offer to meet current needs of funded organisations (e.g. core costs conversion, simplified reporting requirements) has demonstrated these two values.
- Some felt that CBT has been **progressive** in its pandemic response (e.g. due to its flexibility around core funding, its relational approach with funded organisations), whilst others felt the opposite.

*"The potential of our values has really been demonstrated during the pandemic – we are still working towards many of them but we have seen how important it is to use them to guide our work."
(Survey Respondent)*

*"I would suggest we are not delivering some of [the values] in reality, and when we are it is through specific programmes, rather than across the work of the organisation."
(Survey Respondent)*

*"I agree that CBT is aiming to be these values, but I would have scored differently to where it currently is with these values – so I recognise the journey but do not strongly agree they are fully living all the values yet."
(Survey respondent)*

*"Adaptive and collaborative values have been really important and key to pandemic response."
(Survey respondent)*

*"I am not sure about progressive as I think we can be held back on this by some members of the team and also the City of London Corporation."
(Survey respondent)*

*"I think CBT is progressive in its flexibility with core funding, full cost recovery funding, flexibility when managing the grants etc. I think it has been progressive historically and it is now time to take new steps to lead the way in new emerging areas."
(Survey Respondent)*

- Several interviewees felt that commissioning the Race Action Plan, and the LCRF's equity lens, have helped or will help to make CBT a more **inclusive** Trust.
- However, interviewees and survey respondents also noted that this is just the start of the journey, and there is potential for it to do more to truly embed the **inclusive** and **representative** values.
- Some highlighted that there is still some confusion about what representative and inclusive look like and the difference between the two, which was also noted in the end of year 2 review.
- Some noted that moving to a paper-less system and re-starting the environment working group have helped to progress the '**environmentally responsible**' value. In addition to this, some mentioned the eco-audit process that funded organisations could go through. The City of London Corporation has recently adopted a Climate Action Strategy, which is also adopted by Bridge House Estates.
- However, there were strong opinions shared in the survey about the **importance of CBT focussing more on this value** going forward as some felt it has been 'put on the backburner' in the current crisis, but the climate emergency is no less important.

"It is encouraging though that a renewed focus on this value has been announced in the revival of the environmentally responsible working group and hopefully we can make some more progress on this value over the coming year. It is no less urgent than Covid-19 – and research suggests that habitat destruction may be linked to the underlying causes of such pandemics." (Survey respondent)

The role of collaboration



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- **CBT has played a significant role in multiple strategic collaborative pandemic responses** through the London Strategic Coordination Group, London Community Response (LCR), and London Community Response Fund (LCRF).
- These responses have also involved collaborating with corporate funders to an extent that CBT has not done previously.
- There was a sense that CBT's **relationship with infrastructure bodies has deepened** as a result of the intensive Covid-19 response work required at the pan-London level, which is seen as positive.

"We have always met regularly with funders, but during Covid-19, these regular meetings had a purpose and were collaborative. We had stuff we needed to get done, and the crisis made us take decisions." (Interview)

"We are more alive to each others' strengths and weaknesses, and the networks and assets we can deploy to support a collective response." (Survey respondent)



- The team has also worked closely with funded organisations, offering **flexibility and ensuring they are supported through these difficult times**. This was felt as a positive development towards CBT having a more relational approach.
- This was also reflected in the **Grant Advisor data** where 12 out of 14 respondents said that CBT *'gives more than money'* and 11 out of 14 felt that the Trust is a *'positive leader in the field'* who *'builds relationships'*.
- However, it was noted by some team members that they can currently only support previously funded organisations except through LCRF, but **many organisations in London are left behind** and are not receiving the support they need.
- Some interviewees felt that **collaboration had become more difficult internally** due to the effects of working from home.

"We were always a caring funder but we have had to be more flexible with organisations during the pandemic...I am starting to see it is much more of a partnership than funder/grantee relationship. I would love to see this continue as it makes my job much more interesting and enjoyable."
(Survey Respondent)

"The Trust's response to the Covid-19 pandemic has been admirable and overwhelmingly supportive, not only with reassurance regarding financial and reporting flexibility, but with the provision of guidance and resources to read and access in this uncertain time. It has been incredibly reassuring."
(Grant Advisor respondent)

"Funded organisations have been in a privileged position but what about the organisations that are not already in our portfolio – those that are impacted by structural inequality?" (Survey respondent)

"As an individual I feel quite isolated. I am less likely to work collaboratively in the team. When I am working from home, I am just at my desk all day doing what I need to do." (Interview)

Equality, Diversity and Inclusion



- The **LCRF has a clear equity lens** supported by the role of equity partners, equity application assessment training, and data to show which groups are underrepresented in funding allocations. Interviewees felt this has been a very positive development.
- This positivity was also mirrored in the survey, and many staff would like CBT as a whole to push this piece of work further.
- Dinah Cox has recently been commissioned to complete a **Race Action Plan** to support more wide-ranging improvements to racial justice at the Trust.

"I think we have been nimble and proactive in our response to #BLM and, with [the consultant]'s impeccable support, we are shaping a strong response which is cognisant of our particular context. I think we are doing our very best with the bandwidth we have and the considerable capacity pressures we face. There is no room for complacency however!" (Survey respondent)

Pan-London strategic response



- By contributing to the pan-London strategic response, the Trust has gained **access to data and information** from a wide range of partners about the effects of the pandemic on different communities, as well as sharing information with others.
- There is an opportunity for this learning to be taken into consideration when undertaking the 'mini-review' of Bridging Divides.
- Generally, staff were not fully aware about what the pan-London strategic response entailed but appreciated the short updates in team meetings.

"The whole value was the networks that flowed back into City Bridge Trust's work." (Interview)

"Our role in the pan-London strategic response goes to the heart of the relationship with our Trustee and the total assets aspect of Bridging Divides... it is an important moment in the last six months." (Interview)

CBT's identity as a funder

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"Our identity has changed. Our flexibility and the unrestricted funding have been huge in the sector's perception of us..."
(Interview)

- Overall, there was a sense that the **Trust's identity is changing** and that this process has been accelerated by the impact of the pandemic.
- Interviewees and survey respondents felt that the Trust is now seen as more adaptive, collaborative and flexible compared to earlier in the year. Its leading role in LCR, the flexible support offered to funded organisations and simplified decision-making processes were some of the factors that supported this.
- However, interviewees felt that CBT and Bridge House Estates have still a long way to go in terms of embedding equity and justice in their work.

"I do not think we have changed yet, we are in that evolution of changing. And I think that that would not be possible if it was not happening within the Corporation as well... It would be difficult for us to implement systemic change if our Trustee was resisting that." (Interview)

Learning

- The Trust collects a huge amount of data and information in different formats. Although good progress has been made, some survey respondents feel that a **more streamlined process** for capturing, segmenting, analysing and sharing data is needed – for example, information gathered through Funding Manager conversations with funded organisations
- An overarching shared methodology, and guidance on the **specific focus of what to capture** to further the Trust's understanding, would help.
- Some respondents felt the Trust could do more to **share learning internally** and that should be the first priority before looking how to disseminate learning externally.
- There were suggestions that the Trust should **ask funded organisations** how and what they want to learn and use that to shape what Trust shares.

"It feels like Funding Managers gather so much useful intelligence from conversations with their funding partners but is difficult to record in a way that can be segmented, gathered, analysed and shared. So much learning is coming in from grantees in the interim impact and learning reports - not sure how this is being used either." (Survey Respondent)

"I think we need to get better at sharing learning internally and not just thinking about how we communicate externally. At present there is far too little active communication around learning, FM meetings are 'private' etc.." (Survey Respondent)



How to share learning externally



The staff survey asked what **methods of sharing learning** CBT could use to support funded organisations, other funders and/or civil society more widely. The list below shows the **key themes of ideas**:

- Convene seminars/webinars/conference/learning lunches
- Support sessions for funded organisations
- Staff being empowered to speak more at external events, and having more coordination on what to say and how to say it
- Visual infographics
- Blogs
- Facilitate link ups amongst funded organisations to share learning with each other
- Publicly reflect about the Trust's learning journey through CEO blogs but also through real time reflection pieces by other staff, e.g. weekly case notes
- Roundtables with other funders to learn from them and share our learning
- Sharing case studies
- Short reports
- Short videos/animations
- Bite-sized blogs through social media/website

Progress on recommendations from End of Year 2 review

The Trust has developed an internal document which looks at what recommendations should be taken forward, the level of priority, owners and where they are at with each of them. Progress will be reviewed again in December 2020.

The table below shows at what stage the Trust is at in terms of progress towards the recommendations made in Renaisi's end of Year 2 review. Please find the full list of recommendations in Appendix 1 of this document.

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Rec. no.	In progress	Not yet started	Change of plans	Rec. no.	In progress	Not yet started	Change of plans
1	✓			7		✓	
2	✓			8a		✓	
3		✓	✓	8b	✓		
4		✓		8c			✓
5	✓			9			✓
5a	✓			10	✓		
5b	✓			11	✓		
6		✓		12	✓		

Conclusions

Conclusions

- **The months from mid March onwards have seen a significant – perhaps unprecedented – amount of change and adaptation.** The Trust's response is seen as hugely successful and impressive, and those successes should be celebrated.
- However, these changes have come at a **personal cost to many members of the team.** Members of the team at all levels have worked extremely hard to enable the Trust to respond in a timely and effective way, and workloads have been very high for an extended period of time. This is true at all levels but the impact on senior members of the team should not be underestimated. There is a **risk of burnout** as the need to continue adapting to the crisis has not gone away.
- This year was supposed to have seen a big focus on strategic planning: concluding the Bridge House Estates Strategic Governance review, making governance changes, and planning for Jenny Field's departure in May 2021. **The need for that strategic work to be progressed continues, but now must take place alongside significant changes to the Trust's funding programmes and the ongoing crisis response.**

- **Several interrelated and ongoing pieces of work will generate decision points in the coming months.** These include: the 'mini-review' of Bridging Divides; a decision on whether/how to relaunch Bridging Divides funding programmes in the short term; a decision on the long-term focus of funding programmes in the coming year; the implementation of the Race Action Plan recommendations; implementation of changes to Bridge House Estates governance; decision making on £200m uplift spend; a strategy review for the social investment fund; planning and handover for Jenny Field's departure; planning the future of the London Community Response Fund; and how to ensure learning from this period is embedded in the Trust's work going forward.
- **The key challenge of the coming months will be to juggle the demands of short-term, medium-term and long-term decision making** whilst also acknowledging the need for the Trust's team to take stock and recover from the demands of the previous 9 months.

Recommendations

Recommendations

1. **We recommend that the Trust produces an overview document that brings together all strategic pieces of work taking place in the coming 12 months.** This document should map out important strategic decision points, including the timings of those and who the owner is, and would therefore act as a guide to LT and Committee to visualise the key strategic decisions taking place in the coming year. We feel this would be helpful to help focus on each decision, plan others' contributions to the decision, and identify where decisions inter-relate.
2. **We recommend the Trust to continue working towards the recommendations outlined in the end of year 2 review.** Some progress has already been made, but other workstreams continue to be ongoing.
3. We also suggest that the Trust assign someone in the team to **review the ideas from staff** gathered through the staff survey (see Appendix 2), make a decision on whether to take any forward, and communicate this decision back to the team.
4. Finally, workloads across the team are still high and the need to respond to the Covid-19 crisis continues. We recommend that CBT considers **how to support the wellbeing of team members through the winter months**, and ensure there is support to take stock, recover and reflect on the year as well as continuing to deliver necessary work. This is important not only for personal wellbeing reasons, but also to maintain motivation and celebrate the achievements that have been made this year.

Appendix 1: Recommendations from End of Year 2 review

Recommendations from End of Year 2 review (1 to 4)

1. CBT designs a process to **formally review and adapt the Bridging Divides strategy** to ensure that it remains relevant in the new COVID-19 context.
2. CBT **reviews its Funder Plus and Toolbox support offer** to ensure that these continue to address the highest priority needs of the sector, given the impact of COVID-19 and a rapidly changing context.
3. CBT **conducts an analysis to compare the organisations and sectors it supports with London's wider community sector** to identify how far CBT is funding a representative group of organisations, using data from, for example, the Charity Commission and 360Giving. This analysis could be undertaken by the new Data Analyst.
4. CBT **explores the extent to which having co-opted members have enabled a broader range of perspectives and experiences** to be taken into account in Committee discussions and decision-making. This reflection process could be supported by the co-Heads of Impact and Learning.

Recommendations from End of Year 2 review (5 to 7)

5. The Trust **ensures that internal learning and development capacity is focused proportionately on the most significant areas of the strategy** in the new context, notably on 'what CBT funds' and Funder Plus. This could include:
 - 5a) Continuing to capture learning about funded organisation's priorities in COVID-19 to inform any adjustments to Funder Plus support going forward (see recommendation 2). This could be done using the analysis of support needs from the Community Response survey;
 - 5b) **Outlining the Funder Plus offer internally** to ensure all staff understand what is on offer, and updating this information for a COVID-19 context if necessary.
6. Recent changes have been made to the Trust's decision-making process, including smaller grant applications being approved by the Chief Grants Officer and Deputy Chief Grants Officer. We recommend that the Charities Finance Team reviews **whether any further changes are possible to its financial assessment processes** to continue to make them more proportionate and supportive
7. We further recommend that the Trust reviews, and documents changes to its funding processes and decision-making that have taken place due to COVID-19, and identifies what practices it wants to keep or change on an ongoing basis. once the immediate crisis recedes. The Trust should share any learning externally as appropriate.

Recommendations from End of Year 2 review (8 and 9)

8. The success of the work of implementing the **Trust's values** internally indicates that it may be possible to maintain existing engagement within the team, and prioritise other parts of the strategy in the coming year as priorities shift to respond to the new context. If it does want to continue embedding the values, we recommend that the Trust focus on the following:

8a) We suggest that the Trust refines and clarifies the definitions of 'inclusive' and 'representative' so that team members understand the distinction. In this review, many of those interviewed used the two terms interchangeably.

8b) We recommend that CBT creates a dedicated environmental working group to ensure that further progress is made on implementing this value.

8c) Team members felt that the Trust is highly collaborative with partners, but less so with the organisations it funds. **We recommend that CBT considers a specific project or programme to provide structure to its collaboration with grantees**, for example by trialling a participatory grant-making programme.

9. We recommend that CBT creates a **blueprint for what types of training staff can access** and when they can be accessed, to ensure that this process is seen as fair and accessible.

Recommendations from End of Year 2 review (10 to 12)

10. To further embed the Trust's learning culture we recommend that CBT **creates an Impact and Learning working group** that works closely with the Impact and Learning team, with a similar role and scope as the values working group.
11. We recommend that the co-Heads of Impact and Learning focus their capacity on identifying **external learning priorities** and **producing learning outputs for an external audience**.
12. There is an appetite for the team to have access to more structured information and data about grantees' impact and other trends. We suggest that the Data Analyst develops a **regular internal data-sharing process** to inform the funding team's work.

Appendix 2: Ideas from staff

Ideas from staff

This list of ideas is based on the learning from the interviews and the staff survey. It should be noted that the ideas are listed in no particular order and we have summarised some of them for clarity.

Funded organisations/partners should be in focus

- Trusting and working closely with funded organisations – treating them as the experts they are.
- Having more of a dialogue with funded organisations post-grant award.

Collaboration should continue to be a focus

- Implement a coordinated approach to funding. Work together with London funders to ensure all areas of the sector are covered by funding, and decide who should specialise in what field – e.g. CBT to focus only on LGBTQ+, mental health, homelessness instead of trying to feed into every single field in the sector.
- Continue to be relational with funded organisations (and improve this) and truly work in partnership with them. There is a need to ensure that there is enough capacity in the team to keep it up.
- Ensure that the data CBT ask of funded organisations is beneficial for the organisations themselves to build their own data capacity (ensure that all data CBT collects is useful at ‘both ends’).

The EDI should continue to be a focus

- There is a need for more senior leadership capacity to push the EDI work forward.
- To live this, the Trust needs to focus on having a more relational approach to everything they do. This is necessary for organisations and communities that experience disadvantage to be helped to overcome that disadvantage.
- Clarify the meaning of inclusion and representative values, and what these should mean in practice.

Data and learning

- Develop agreed principles amongst Funding Managers around what questions to ask and what data to collect from funded organisations.
- Should monitor application turnaround time to inform decision about how to shorten the time. Also monitor the different steps to understand where the bottlenecks are and make improvements.
- Team-learning should be in focus.
- Look into data on what is happening in the world, what problems we are facing, and what is most urgent – and use that data to decide what the Trust should be focussing on.
- Explore opportunities for Funding Managers to share their experiences from their caseloads with the rest of the team (perhaps themed for maximum benefit).

Core funding instead of project costs

- Offer core funding instead of projects costs, and become a leader in the sector.

Environmental Emergency/Covid-19 – A Green Recovery needs to become a clear focus

- The Trust should use its influence to push forward the environmentally responsible value in the sector.
- The Trust should focus on supporting the green recovery by investing in “green projects”, this could be done with an equity lens through aiming to e.g. invest in green projects that are led by BAME people.
- Think about different ways the Trust can support organisations to become more environmentally sustainable (over and above the current eco-audit) – how can the environmentally responsible value be pushed forward in the way the Trust works internally and externally?
- There was a sense that the environment question in the applications is not having much weight – this should be reviewed to ensure the Trust is living and breathing the environmentally responsible value.
- The revised Bridge House Estates Investment Strategy will include reference to the City of London Corporation’s newly adopted Climate Action Plan where relevant, and will look to ensure that Bridge House Estates is at the forefront of investing responsibly. Some team members felt that divestment from fossil fuels should be at the heart of this.

Team culture and sharing experience and learning

- Keep the culture of "anything is possible" and collaboration. Celebrate the achievements in the past months and give staff a break.
- Continue coffee roulette to increase the bonds across the staff team.
- Think about how to ensure everyone in the CBT feels included and bought into the work they do.
- Bring back normal staff processes – e.g. ensure everyone gets the chance to think about personal development, annual reviews.
- The team should jointly more openly acknowledge all the work the team has done in the past months. Also need to recognise that FMs and FOs work is at the centre of CBT is about – think about hiring more capacity.
- Creating opportunities for other team members to shadow the pan-London work that is being done, to get a better sense of the dynamics and assets of the different players and also understand the challenges and successes of this type of collaboration. This would be a good development opportunity for many.
- Continue to offer more opportunity for members of staff to get involved in projects. More delegation from LT to ease their workloads but also provide opportunities for others to partake and learn and progress.
- Create space for staff to reflect and refresh their minds as part of recovery from the crisis.
- Ensure that the team is living the values even when working from home.

- Ensure that those in the CBT team who are non-Funding Managers/Officers continue to have direct contact with funded organisations where this is mutually beneficial to funded organisations (e.g. events, learning phone calls...)

Bridging Divides strategy

- Review the funding programmes and redesign them to ensure we are there for the London groups who rely on us. Should also look at how the Trust can reach the communities that are most negatively affected by the pandemic.
- Be more tough in the decisions of what funding programmes to keep – stay focused on particular areas, don't try to fund everything.
- Ensure that decisions are taken mindfully and that enough time is set aside to support quality decision making.
- Be explicit about the trade offs from different approaches – e.g. volume grant-making leaves little space for strategic and long-term approaches.
- Specific things to think about:
 - Funder Plus - needs to be built on and more integrated in what we do and the offer we have for organisations.
 - Core grants programme with clear criteria and goals.
 - Small grants programme is too narrow – learn from how successful the LCRF has been in reaching small grassroots organisations.
 - Should start a mental health focussed funding stream (also for adults).

Thank you for reading

Alice Thornton

a.thornton@renaisi.com

Amanda Norrlander

a.norrlander@renaisi.com



Committee(s)	Dated: 26/11/20
City Bridge Trust	
Subject: Responding to the Resilience Risk 2	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly, and which are also considered to be in the best interest of BHE?	2,3 and 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/a
What is the source of Funding?	BHE unrestricted income fund: designated fund for grant-making
Has this Funding Source been agreed with the Chamberlain's Department?	Y
Report of: David Farnsworth, Chief Grants Officer & Director of CBT	For Decision
Report author: Julia Mirkin, Funding Manager	

Summary

In March 2019, you agreed funding for the Strategic Initiative *Responding to the Resilience Risk* (RRR). RRR worked with the voluntary sector to investigate how to support staff resilience. Evidence to persuade other funders to support resilience through their mainstream funding programmes was also sought through RRR. This longer-term aim aspired to a mutual commitment to funding resilience support within the funding community with a view to ensuring continual support for grantees straddling different funding relationships.

Overall, individual resilience levels were increased by the interventions funded by RRR. However, the evaluation points to the potential to increase impact by delivering a combination of group and one-to-one activities within organisations. To progress and refine our understanding of resilience support, a further research phase is proposed in this paper: *Responding to the Resilience Risk 2* (RRR2) proposes to test one resilience intervention on a larger group of participants, all of whom work in the same sector. The proposed intervention will be more intensive than those delivered as part of RRR and the evaluation will capture the impact on group as well as individual resilience within organisations.

RRR2 is a more robust research proposition. It builds on the work started in RRR and is designed to generate a firmer evidence base about how to develop resilient staff. The proposed focus of RRR2 is on resilience of staff working for organisations supporting the homelessness sector, which responds to the Covid-19 context. The events of 2020 have not only reaffirmed the need to support voluntary sector staff, but highlighted the disproportionate support needs within certain sections of society. RRR2 proposes to trial funding structures that aim to be asset-based and equitable, speaking directly to current discourse, especially our growing understanding of structural inequality. If funded, therefore, RRR2 will

complement other areas of your broader Covid-19 response work, for example, your *Bridging Divides Strategy* review, and collaboration in the London Community Response to Covid-19 through the London Community Response Fund, a trust fund newly established within Bridge House Estates.

Finally, as presented in paragraphs 13, 27 (i) and 28, a new potential funding relationship features in this proposal: your officer has been invited to apply for £200,000 grant funding from the Oak Foundation, which if successful, will contribute towards the costs of the proposed programme. Two scenarios have been presented in this paper, one based on the application being successful and the other based on it being unsuccessful. As outlined in paragraphs 14 and 28, you are requested, therefore, to agree to ringfencing £500,000, which would allow the programme to be delivered without funding from the Oak Foundation, with a view to an updated budget being presented in January 2021, which your officer hopes will reflect Oak Foundation's funding decision. By ringfencing funds for RRR2 in November, your officer can confidently engage colleagues in your legal and procurement teams to undertake work to develop the new funding structures mentioned in the paragraph above.

Recommendations

Members are asked to:

- a) Agree to support the development and delivery of the Strategic Initiative, *Responding to the Resilience Risk 2* (RRR2) at an estimated cost of up to £500,000 as set out in paragraph 28 of the report, and that £500,000 shall be ring-fenced from CBT's central risk budget (for non-grants expenditure) for this purpose.
- b) Agree for Bridge Houses Estates (1035628) that the RRR2 project should be delivered in collaboration with the Guildhall School of Music and Drama which will provide support from the City Corporation on a cost-recovery basis, that a Memorandum of Understanding be agreed to provide clarity in the collaboration including that any intellectual property rights created through the project shall be owned by the City Corporation as trustee of Bridge House Estates and for the City Corporation itself (City's Cash).
- c) Agree that unused funds of £43,361 from phase one, *Responding to the Resilience Risk*, allocated in March 2019 for expenditure in 2019-20 and 2020-21, will be written back.
- d) Confirm your support for the application to the Oak Foundation for £200,000 funding for the RRR2 programme and, should the application be successful, to accept the grant subject to agreeing grant terms and conditions which are acceptable to Bridge House Estates.
- e) Delegate authority to the Chief Grants Officer to negotiate and agree any terms and conditions for funding awarded by the Oak Foundation, in consultation with the Comptroller & City Solicitor and the Chamberlain.
- f) Agree that a project budget update shall be presented in January 2021, which shall reflect costs incurred to that date and the outcome of the funding application to the Oak Foundation (please see the two scenario budgets presented at paragraph 28).

Main Report

Background

1. During a Learning Visit in late 2017, your officer discussed the growing need to support the resilience of frontline workers in voluntary organisations. As statutory services scale back, people with increasingly extreme and complex needs are turning to the voluntary sector for support. Whereas there are established support mechanisms in place for clinical staff, in the form of clinical supervision, there is no equivalent for frontline workers, who often are the first point of contact with beneficiaries in crisis.
2. In March 2019, you allocated funding of £155,925 for the Strategic Initiative, *Responding to the Resilience Risk* (RRR), which delivered six pilot resilience interventions, designed by voluntary sector groups to meet the resilience needs of their staff. The allocation also funded an evaluation of the initiative; (evaluation report available at: <https://www.citybridgetrust.org.uk/resilience-of-charity-frontline-staff-a-pilot-study/>) and a launch (14 May 2019) and two learning events: an internal event for CBT staff (7 May 2020) and an external event, including external speakers and your Deputy Chief Grants Officer (19 May 2020). Your officer has provided updates on the progress of RRR in your Chief Grants Officer's reports in July 2019, September 2019 and June 2020.
3. Your officer worked closely with London Funders during the development and delivery of RRR. London Funders published '*The Resilience of people in community-facing organisations: what's the role of funders?*' in April 2019 and convened a resilience forum, attracting a range of funders, including the Oak Foundation. London Funders hosted the external RRR learning event in May 2020, ensuring the broadest possible reach, and referred to your support of RRR in your recent strategic away half-day on 19 October 2020.
4. Your officer has given presentations about RRR at the Access to Justice Foundation conference on 8 May 2019; the St. Martin's in the Field Frontline Network event on 16 July 2020 and the London Legal Support Trust Forum event on 7 October 2020. Meetings to share thinking and practice about resilience and promote the RRR evaluation have been held with Rethink Mental Illness; the Head of the Litigant in Person Support Strategy at the Access to Justice Foundation; Henry Smith Charity; Homeless Link; the Money Advice Trust and the School for Social Entrepreneurs.
5. Resilience research and thought development has grown from psychological and organisational development practices.
 - a) In 2002, Reivich and Shatté from the Penn Positive Psychology Centre, published '*The Resilience Factor: 7 Skills for overcoming life's inevitable obstacles*'. This paper proposes a model of resilience based on seven resilience skills: emotional awareness; impulse control; realistic optimism thinking style; flexible thinking to problem solve; self-efficacy; empathy and an ability to reach out for support when needed.
 - b) In 2007, Norris et al. published the seminal paper, '*Community Resilience as a Metaphor, Theory, Set of Capacities and Strategy for Disaster Readiness*'. This

paper conceives resilience as an adaptive individual capacity that can be networked to produce resilient teams, communities or organisations. However, it warns that 'a collection of resilient individuals does not guarantee a resilient community' (pg 1). Norris et. al. suggests that 'resilience is better conceptualised as an ability or process than an outcome' (pg 3).

- c) Robertsoncooper is a consultancy in Manchester with a twenty-year track record of delivering training and workplace development programmes. Its team of business psychologists and wellbeing specialists also undertake research and have developed a resilience model, which proposes that individual resilience is reinforced when individuals feel connected to their sense of purpose and personal values.
- d) In 2015, Robertson et.al from the University of Bath, published 'Resilience training in the workplace from 2003 to 2014: a systematic review', which measured the impact of 14 resilience programmes. It concluded that resilience training can improve the subjective well-being of individuals and enhances psychosocial functioning and professional performance. However, the researchers couldn't confirm which resilience programme was most effective and recommended that further research was required.
- e) Roffey Park, an international, research organisation, which focuses on personal, team and organisational learning, has published 'Organisational Resilience: Developing change-readiness' in 2018. This paper links an organisation's resilience directly to its culture. A model for organisational resilience is proposed, which highlights the importance of an organisation's values; internal relationships; learning culture and shared leadership practices.
- f) Resilience is also a growing area of interest in the voluntary sector. Your officer is aware of resilience programmes being delivered by Mind, Rethink Mental Illness and Homeless Link and interest from the School of Social Entrepreneurs in developing this as a new area of its training. These programmes aim to apply resilience practices, developed in the worlds of business and academia, to the voluntary sector, which is characterised by coping with adversity with limited resources. Data from the London Community Response to Covid-19 (LCR) led by London Funders, shows that despite being invited to apply for staff support, only 21 out of 2,563 applicants for Wave 3 funding from the LCR did so, which equates to 0.8%. Of the 21 applicants that requested some form of staff support, only three were funded by collaborating partners. This must be qualified by an acknowledgement that LCR is working in an emergency context, which may explain why requests for staff support were not prioritised by applicants. Although admirable to focus on beneficiaries' needs in a crisis, the longer-term impacts of this prioritisation by organisations may well be costly. LCR received many more applications in Wave 3 than it could afford to fund, and rejection reasons were broad. However, this data may highlight why there is still a need to influence other funders to fund resilience support.

6. The references above provide an overview of how resilience research has developed over the past two decades. Early theories focussed on individual skills and thinking styles. Over time, however, resilience in individuals is seen as being enhanced through

a sense of connection with personal values and community. More recent thinking points to the impact of culture on resilience development. Resilience is a new and dynamic area of research, which aims to be transformational for both individuals and the organisations and communities in which they work and live. However, the data from LCR Wave 3, referenced above, might suggest that transferring learning from the worlds of academia and business to the voluntary sector is presenting some challenges.

7. Your officer's view is that the challenge of applying resilience practices in the voluntary sector stems largely from a need to economise: the risk of offering a level of support that cannot be sustained in the longer-term, alongside the risk of investing money and time in practices for which there is limited impact data are understandable explanations for reticence amongst voluntary sector leaders. However, the need to economise could also explain why resilience support offered by the voluntary sector appears to adopt shorter-term and generic 'training' models. Generic and short-term training will struggle to accommodate individual need, and often reflects hierarchical power structures in the relationships between trainers and trainees: trainers hold the expert knowledge that is passed down in response to shortfalls in individuals. This model is increasingly described as being deficit-based. Traditional and deficit-based power relationships contrasts, in theory, with working cultures that claim to value Lived Experience or aim to be more equitable. Finally, individual training models do not recognise the social and cultural dimensions of individual resilience, and therefore, do not support the implementation of change in teams, organisations and communities, which current thinking suggests is fundamental to supporting resilient individuals.
8. Learning from RRR corresponds with the developing theory about resilience plotted above. Despite an overall pattern of increasing resilience scores across the RRR pilots, individuals responded differently to the funded interventions. Whereas anecdotal evidence pointed to the impact of group activities on the development of teams through the establishment of a learning and supportive culture, group activities didn't always meet individual resilience needs. Furthermore, individuals were not always comfortable working in groups in which senior and junior staff were mixed. We learned that no one size fits all when it comes to developing resilience. To maximise impact for as many people as possible, therefore, it appears that interventions need to incorporate a combination of group and one-to-one activities.

Current Position

9. The principle underpinning RRR2 is that resilience is an individual capacity to learn and adapt from one's experience of adversity. The factors that determine an individual's resilience capacity are broad and varied and will undoubtedly include past exposure to adversity; personal development; and accessibility of peer support, through social or professional networks.
10. The proposed RRR2 model draws on coaching to develop individual resilience and facilitate the development of supportive teams. Coaching is a personal development practice. The principles of coaching practice are that individuals have insight and knowledge that they cannot readily access; the untapped knowledge of an individual is unique; and that unique knowledge renders them the 'expert' resource for their own development needs. The role of the coach is to support individuals to access and benefit from their untapped knowledge. The relationship between the coach and the coachee is equal, which distinguishes coaching relationships from those traditionally associated

with medicine or training. Taking this point to its conclusion, traditional power structures (in contrast to a coaching approach) do not draw on an individual's assets; they could be viewed as reinforcing social stratification through structural inequality.

11. Drawing on an individual's own insights and framing them as strengths, makes coaching an empowering and asset-based approach to personal development. By making this practice available to people at all levels of seniority within an organisation, RRR2 aims to adopt an equities-informed approach to resilience development.
12. Being asset-based in your funding practice is an aim of Bridge House Estates' *Bridging Divides Strategy*, delivered by CBT. Adopting an equities-informed approach aligns with your current focus on Diversity, Equality and Inclusion within CBT and your aim to reduce inequality in London. The proposal to undertake research adopts an evidence-based approach to developing CBT's policy and practice, which meets the aims of your Impact and Learning strategy. Finally, this proposal is deeply values-based and meets CBT's progressive, adaptive, collaborative, inclusive and responsive values.
13. At the time of writing, your officer is preparing an application for funding, requesting £200,000 from the Oak Foundation. The Oak Foundation operates internationally to 'address issues of global, social and environmental concern, particularly those that have a major impact on the lives of the disadvantaged.', and within the United Kingdom it operates through a registered company, Oak Philanthropy (UK) Limited (05260791). The Oak Foundation is not a registered charity, but is well respected in the voluntary sector for soliciting funding relationships with organisations that help it to meet its mission, and for offering long-term support and core funding. The Oak Foundation has funded organisations that have also received CBT's support or with whom CBT is familiar, for example, in 2019 it provided \$1,025,641 in core funding to the Zacchaeus 2000 Trust; it funded the St Martin in the Field Frontline Network with core funding of \$1,063,949 and UK Youth with core support of \$256,410. It was through the London Funder's resilience forum that your officer was introduced to the Oak Foundation. A relationship is developing, which is founded on a mutual interest in understanding how individual resilience is developed and how it might transform how we support our funding partners.
14. Your officer has been informed to expect a funding decision from the Oak Foundation in January 2021. Therefore, this proposal requests that a sum from your central risk, non-grants expenditure budget for *Bridging Divides*, be ringfenced for RRR2 with a view to presenting an updated budget at your meeting in January 2021 which can take account of any funding which might be awarded by the Oak Foundation in support of RRR2. This approach has been informed by the *Bridge to Work* proposal, which adopted a similarly phased decision-making model. By agreeing to allocate funding for RRR2 now, your officer can pursue the next phase of development of the project with colleagues in the City Corporation, including Central Procurement and the Comptroller & City Solicitor's Department, in the knowledge that funding for the project is in place.
15. It is proposed that, should the Oak Foundation funding be forthcoming, it would be held as a restricted fund within the LCRF. Members will recall the LCRF is itself a restricted trust fund which was established within Bridge House Estates' ancillary object, to assist with fundraising for the London Community Response and associated financial management. This approach is considered to be in the best interests of Bridge House

Estates now that the LCRF has been established, as it will minimise the risks to BHE's wider assets in accepting the external funding.

16. Presenting an updated budget in January will – in addition to reflecting Oak Foundation's funding decision – also more accurately reflect programme costs incurred for legal support up to that point in the project's development.
17. Your officer requests that the underspend from RRR, for which savings were due to delivery moving on-line due to Covid-19 and lower than expected costs for project grants, be written back. This sum amounts to £43,361.

Proposal

18. RRR2 proposes to engage twelve groups from the homelessness sector in a resilience development programme. Homelessness has been hugely impacted by Covid-19. Figures from the GLA show that the number of people rough sleeping between April and June 2020 was 77% higher than compared to the same period in 2019 (See data from Q1 to Q2 <https://data.london.gov.uk/dataset/chain-reports>). RRR2 is responding to the undoubtable effect this stark situation is having on frontline workers in the homelessness sector. Each of the 12 homelessness organisations selected as research partners will make eight members of staff available to participate in a programme, comprising one-to-one coaching and group activities. A set programme will be offered to participating groups, including six one-to-one coaching sessions for each participant and five group resilience sessions, two of which will be divided according to staff seniority. Fortnightly programme activities will alternate with fortnightly evaluation activities, which altogether will run for a 22-week delivery period. It is proposed that delivery commence in October 2021 and complete by the end of March 2022 and accommodate a three-week break over the festive and New Year period.
19. RRR2 proposes to collaborate with the Guildhall School of Music and Drama (GSMD), which is part of the City Corporation (City's Cash) and which has a Coaching and Mentoring Department, to design and deliver the RRR2 programme. GSMD has developed its coaching programme to support its students to transition into resilient, independent musicians, who can also work effectively as part of large orchestras. GSMD has a team of qualified coaches with a wealth of experience of working with people at different stages of their careers. By drawing on the expertise of GSMD, CBT will be forging a new, collaborative relationship across the City Corporation, drawing on the City Corporation's broader assets to design new solutions to evolving problems. This is in keeping with the agreed aims of *Bridging Divides*.
20. GSMD is a renowned conservatoire, for which there is fierce competition for places. GSMD students receive a high-quality package of tuition and personal development. Your officer proposes to test the impact of coaching, currently reserved for elite musicians, on frontline workers in the voluntary sector to support the development of their resilience. This approach aims to address structural inequity.
21. As the GSMD is part of the City Corporation, in the usual way, the costs and expenses incurred by the City Corporation by the GSMD assisting in the development and delivery of RRR2 may be reimbursed from the funds of Bridge House Estates. As Members are aware, a charity trustee, in this case the City Corporation as trustee of Bridge House

Estates, can be reimbursed the legitimate costs and expenses in administering and supporting their charity as trustee. Charity trustees may not profit from acting as a trustee, and may only receive benefits or remuneration from the charity for which they are trustee if this is permitted under their charity's governing document or by law, or if authorised by the Charity Commission. Therefore, the arrangement with the GSMD will be on a cost recovery basis.

22. To assist in the effective and efficient development and delivery of this novel project between the two City Corporation Departments it is proposed that a Memorandum of Understanding (MoU) be drawn up between CBT and GSMD. It is anticipated that the MoU will outline the key project objectives, parameters and personnel; and record other important matters such as ownership of any new intellectual property created through the project by the City Corporation for itself and as trustee of Bridge House Estates.
23. Your officer proposes working with the City Corporation's Central Procurement Unit to develop a bespoke contract to appoint an organisation to coordinate RRR2, working with the GSMD on delivering the coaching and mentoring sessions to 12 participating research organisations and their staff. Work delivered as part of this contract includes: finalising selection criteria for the 12 organisations that will participate in RRR2, within parameters determined by CBT; advertising for and identifying the 12 participating RRR2 groups and agreeing arrangements with them for their participation; leading management meetings with GSMD and the evaluators; scheduling the RRR2 coaching sessions for groups and individual participants in accordance with the approved RRR2 model; and scheduling RRR2 evaluation activities in accordance with the agreed evaluation framework; finally, the appointed coordinator will be responsible for managing and releasing payments to the 12 groups participating in RRR2 in accordance with CBT's agreed parameters.
24. The RRR2 coordination contract proposes a funding mechanism through mutually agreed contracts, rather than grants. This is subject to wider reviews from other departments within the Corporation. Decisions about selection criteria for the 12 research partners, and the management of research partners' 'participation', contracts and payments, will be shared between CBT and the coordinating partner in this model. The 12 groups will bid to be RRR2 research partners, for which a set fee will be offered, enabling selection to be based upon the bidding organisation's quality and suitability for the project, rather than its 'price'. Research partners will be compensated for their time and contribution to the RRR2 programme.
25. Evaluators will also be appointed through a transparent procurement process to design an evaluation framework that involves fortnightly data collection, using the Connor Davidson Resilience Measurement Scale as in RRR (see paragraph 29 for a link). Evaluation activities will take place fortnightly as proposed in the RRR2 model and will capture data about team as well as individual resilience. As in RRR, your officer will meet regularly with the evaluators to discuss data and emerging learning. As part of this contract, the evaluators will deliver both internal and external learning events and will attend an agreed number of meetings, such as the London Funders' Resilience Forum.
26. The RRR2 proposal is a new, strategic programme that aims to build capacity in the homelessness sector through increased resilience, at a time when more people are facing poverty and homelessness in London. This enhanced focus on homelessness in

response to the Covid-19 crisis will complement your other, more focussed grant-making activity during the crisis period.

27. Outputs from this piece of work include:

- a. A **think piece** by your officer
- b. A **new asset-based and equitable model for resilience** development that focuses on the needs of frontline staff and with the IPR owned by the City Corporation (jointly as BHE trustee and for itself)
- c. **New research** that will meet the aim of your Impact and Learning strategy to develop evidence-based grant-making practice
- d. Closer cross-departmental relationships within CoLC, demonstrated by the **new relationship with GSMD**, supported by a bespoke Memorandum of Understanding, delivering on your objectives within *Bridging Divides* to leverage the broader 'assets' of the charity's trustee, the City Corporation, to deliver maximum impact and public benefit in the activities of CBT for Bridge House Estates
- e. A **new funding mechanism** based on an equitable contract model, drawn up with the expert guidance of the City Corporation's procurement and legal teams,
- f. A **new strategic programme for the homelessness sector** that complements your existing funding portfolio and responds to the Covid-19 context
- g. A continuing **partnership with London Funders** that will be instrumental when CBT is ready to disseminate findings and influence grant-making practice more broadly
- h. **Collaboration with London Community Response (LCR)** on insights into support requests for staff resilience. Data from LCR Wave Four, which is anticipated to be available from May 2022, will coincide with findings from RRR2. Whereas RRR2 will offer learning from one, focussed research programme, data from LCR Wave Four will offer data on the many grants funded through that programme. It is anticipated that the data from RRR2 and LCR Wave Four will be complementary.
- i. A new funding **relationship with the Oak Foundation** and use of **LCRF as a mechanism for other collaborative funding relationships**.

Options

28. As detailed in paragraphs 28a. and 28b. below, you are asked to ringfence £500,000 (a rounded up figure to cover estimated expenditure of £498,750) from your central risk (non-grants budget) that would allow RRR2 to go ahead if the requested £200,000 funding from the Oak Foundation is not forthcoming. Your officer hopes to be in a position to present an updated budget for RRR2 in January 2021, informed by more accurate costs for legal and procurement support and reflecting the outcome of the application to the Oak Foundation.

a. Scenario one (CBT covers all RRR2 costs)

RRR2 Expenditure:

£300,000 – backfill for 12 participating groups @ £25,000 for each group
£85,000 – Coaching programme delivery
£60,000 – Evaluation
£15,000 – Coordination contract
£15,000 – Costs for legal support

£23,750 – Contingency @ 5%
£498,750 – TOTAL EXPENDITURE

RRR2 Income:
£498,750 – from CBT

b. Scenario two (with a contribution of £200,000 from Oak Foundation)

RRR2 Expenditure (as above)
£300,000 – backfill for 12 participating groups @ £25,000 for each group
£85,000 – Coaching programme delivery
£60,000 – Evaluation
£15,000 – Coordination contract
£15,000 – Costs for legal support
£23,750 – Contingency @ 5%
£498,750 – TOTAL EXPENDITURE

RRR2 Income:
£200,000 – Contribution from the Oak Foundation
£298,750 - from CBT

Key Data

29. As in RRR, it is proposed that the Connor-Davidson Resilience Scale or 'CD-RISC' is used to measure the resilience of RRR2 participants. This tool comprises 25 questions, to which RRR2 participants will provide answers that combine to provide an individual resilience score. Resilience scores will be collected ten times during the delivery period, and it is hoped this will demonstrate the impact of the RRR2 resilience model on RRR2 participants.

Details on the Connor-Davidson Resilience Scale can be found here:

<http://www.connordavidson-resiliencescale.com/about.php>

Corporate & Strategic Implications

30. **The following strategies and policies are all considered to be in the best interests of Bridge House Estates to support in delivering the charity's *Bridging Divides Strategy* through the CBT activities presented for approval in this Report:**

Strategic implications:

31. RRR2 meets outcomes two, three and ten of the City Corporation's Corporate Plan which in this case are considered to be in the best interests of Bridge House Estates to support in delivering its *Bridging Divides Strategy*.

- a) **Outcome Two** (People enjoy good health and wellbeing): RRR2 aims to support the personal development of frontline workers in the homelessness sector. By supporting individual development needs, RRR2 is supporting individuals to achieve greater personal and professional fulfilment and also to develop healthy and supportive teams

at work. By building capacity in the homelessness sector, RRR2 is underpinning work that aims to move people out of homelessness and into healthier and safer lives.

- b) **Outcome Three** (People have equal opportunities to enrich their lives and reach their full potential): RRR2 aims to address structural inequality by offering a personal development practice which is often reserved for elite musicians and senior leaders to frontline workers. The facilitator and participant engage on equal terms during this practice and its course responds directly to individual starting points, strengths and development needs. By responding directly to unique, personal needs, individuals have a better chance of meeting their specific personal and professional goals.
- c) **Outcome Ten:** (we inspire enterprise, excellence, creativity and collaboration): RRR2 proposes a new and innovative approach to supporting resilience in frontline workers. It creatively aims to apply coaching practice in a new context and forges a new collaborative relationship with the GSMD, capitalising on the City Corporation's wider assets to further and more effectively deliver Bridge House Estate's charitable objectives. RRR2 proposes a robust approach to resilience research, drawing on internationally recognised resilience measurement tools, which will bring credibility to RRR2's findings.

Relevant Corporate Strategies:

- a) **CoLC's Health Safety and Wellbeing Strategy 18-23 (insofar as relevant to the inhabitants of Greater London and Bridge House Estates' *Bridging Divides Strategy*):** RRR2 meets three of the six strategic themes of CoLC's Health Safety and Wellbeing strategy 18-23, including the 'Keeping Pace with change' theme, which refers to work that anticipates change and tackles new and emerging health and safety challenges; the theme 'Sharing our Successes', which refers to growing and nurturing staff through excellent learning and development opportunities; and the 'Working Well Together' theme, which refers to engaging with others holistically to add value, share resources, embed good practices and develop behaviours.
- b) **Relevant regional policies (insofar as relevant to the inhabitants of Greater London and Bridge House Estates' *Bridging Divides Strategy*):** Developing individual resilience does not appear to be an aim on which regional agencies focus; resilience in this context is a much broader concept, encompassing issues of water supply, food security and cyber emergencies. Recent documents about regional resilience include: the 'London City Resilience Strategy 2020', published by the Mayor of London and the 'London Recovery Manifesto', published by Centre for London.
- c) **Relevant National policies (insofar as relevant to the inhabitants of Greater London and Bridge House Estates' *Bridging Divides Strategy*):** Like above, the development of individual resilience is not a distinct policy area at a national level. However, the practice of specialist, national organisations appears to demonstrate growing awareness and concern about the wellbeing and resilience of specialist workforces. The St Martin in the Fields Frontline Network, which operates nationally, supports the workforce in the homelessness sector. It offers a programme of events, resources, forums, facilitated local networks, training and funding. Each year, the Frontline Network carries out a national worker survey that seeks to understand the challenges faced by frontline workers in the homelessness sector. This year, your officer has been invited to shape resilience-related questions for inclusion in

the survey. The Funder Network, supported by the Association of Charitable Foundations (ACF), is a password-protected space for funders across the country to ask questions and share knowledge. The issue of staff resilience amongst foundation staff has been raised as an issue in this forum.

- d) **Financial implications:** Please see paragraph 28 above for programme costs. In addition, RRR2 will require officer time, both those which are being incurred now and those estimated further costs, which costs will be presented in January 2021.
- e) **Resource implications:** Costs for legal and procurement support have been estimated in paragraph 28. It is hoped that more accurate costs can be presented in January.
- f) **Legal implications:** Your officer has sought the advice of the Comptroller and City Solicitor's Department to support this project, including in respect of the proposed Memorandum of Understanding with the GSMD, and the ownership of any intellectual property rights linked to work created through RRR2.
- g) **Risk implications:** Possible risks associated with receipt of funding from the Oak Foundation, should it be forthcoming, are mitigated by using the LCRF to receive these funds. The LCRF has been created specifically to minimise risks to BHE's assets, and to assist with administration. The contracts with the providers will also mitigate against any risks in delivery, including in the management of any personal resilience data collected through the project upon our clear written instructions.
- h) **Equalities implications:** RRR2 complies with CoLC's Public Sector Equality Duty 2010. It is anticipated that any reasonable adjustment that need to be made to the planned delivery of RRR2 to accommodate individuals with disabilities, such as speech or hearing impairment, for example, can be met.
- i) **Climate implications:** RRR2 has few climate implications as programme delivery is anticipated to be online, minimising travel. Programme resources will be produced in digital formats unless otherwise requested.
- j) **Security implications:** All security risks associated with online delivery of RRR2 will be managed and overseen by the coordinating partner. All security risks associated with the collection of personal resilience data will be managed by the evaluators upon our clear written instructions.

Conclusion

32. RRR2 is a strong fit to the Progressive, Adaptive, Collaborative, Inclusive and Responsive values of your Bridging Divides strategy. It also responds to the Covid-19 context and your current focus on inequity by exploring new funding mechanisms that promote equity. RRR2 proposes to undertake research to generate new learning about the development of resilience and in how new funding mechanisms might foster different relationships with the voluntary sector. This approach meets the aims of your Impact and Learning strategy. RRR2 will forge stronger cross-departmental working practices

within CoLC and a new strategic partnership with the GSMD. Finally, RRR2 proposes a new, strategic initiative for the homelessness sector, which is designed to complement your current funding programmes.

Report author

Julia Mirkin, Funding Manager, City Bridge Trust

E: Julia.Mirkin@CityofLondon.gov.uk

T: +44 20 8148 8410

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Responding to the Resilience Risk 2 (RRR2)

CBT Committee paper

Appendix 1

Proposed timeline for RRR2

Month	RRR2 activity
November 2020	CBT Committee meeting
January 2021	Evaluation and Coordination contracts go out to tender
	Finalise MoU with GSMD
April 2021	Coordination contract commences
June 2021	Evaluation contract commences
July 2021	12 participating groups are appointed
	RRR2 management meetings, led by Coordinating partner
October 2021	RRR2 delivery (coaching activities) commences
December 2021 – January 2022	Three-week winter break (13/12/21 – 10/01/22)
January 2022	RRR2 delivery recommences
March 2022	RRR2 delivery ends
May 2022	Early RRR2 findings available
July 2022	RRR2 learning events (internal + external)
September 2022	Publish RRR2 evaluation report

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Committees:	Date:
City Bridge Trust (CBT)	26th November 2020
Subject: CBT High Level Summary Business Plan & Budget Estimates 2021/22	Public
Report of: David Farnsworth, Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report author: Scott Nixon, Head of Director's Office Nathan Omane, Finance Manager, (Charities) Charities Finance Team, Chamberlains	

Summary

This report presents for approval the CBT high-level summary Business Plan and budget estimates for 2021/22.

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

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

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

Recommendations

Members are asked to:

- i) approve, subject to the incorporation of any changes sought by this Committee, the final high-level summary Business Plan for 2021/22 in respect of those areas within the CBT Committee terms of reference;
- ii) review and approve CBT's proposed revenue budget for 2021/22 in respect of those areas within the CBT Committee terms of reference for submission to Finance Committee;

- iii) authorise the Chamberlain, in consultation with the CGO, to revise these budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme;

Main Report

Background

1. As part of the new framework for corporate and business planning, CBT and Corporation departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives.
2. For 2021/22, the high-level summary Business Plan has been further evolved to make use of the information now available and give a better overview of CBT's work. It provides an overview of CBT's activity and resources, mainly but not limited to the forthcoming 12 months. As a high-level summary, this document does not capture the granularity of work but gives the overall picture of CBT's activity, customer feedback, trends where applicable and direction of travel.
3. High-level summary Business Plans are now being presented alongside budget estimates to inform medium-term financial planning and the development of spending priorities. This report therefore presents the budget estimates and draft final high-level summary Business Plan together as appendices.
4. This report presents, at Appendix 1, CBT's draft high-level summary Business Plan for 2021/22. This includes all areas of activity located within the CBT team to reflect CBT's position as the centre for charitable excellence within the Corporation. Whilst it is important for the CBT Committee to be aware of the full scope of all the work and its inter-connections, the work which the CBT Committee is directly responsible for in governance terms is highlighted in Appendix 1.
5. It is important to note that given the uncertainties of the current Covid and Brexit related operating context some of the work streams included in the draft high-level Business Plan may need to be re-prioritised/rescheduled/re-costed during the course of the coming financial year. This may have impacts on resourcing which are as yet not possible to predict. The medium-term financial plan for BHE, which sets the context for available funding for CBT, is yet to be approved by Members. Surplus income will be reduced in the coming years. This plan will be cognisant of the impacts of this, although expectation remains that the previously identified unrestricted income funds of £200m remain available to fund CBT activities. The Committee will of course be kept apprised and appropriate consultation undertaken and agreements sought.
6. It is also important to note that whilst additional resource requests have been built into the 2021/22 CBT Budget (namely additional grant funding, related operational capacity and additional resources to embed the communication); there is more

work to be done on the optimal configuration of this resource – this will be informed by the CBT Committee’s discussions of relevant papers at this committee.

7. Whilst CBT is guided by the Corporation’s Corporate Plan and will align wherever feasible, governance requirements (namely the Corporation being the sole corporate trustee of BHE) mean that CBT is required to follow the charity’s over-arching strategy, Bridging London, and its charitable funding strategy approved by the Court of Common Council, on recommendation of the CBT Committee. This strategy is currently BD.

Draft high-level summary Business Plan for 2020/21

8. At Appendix 1, this report presents the draft CBT high-level Business Plan for 2021/22 (the Plan).
9. The Plan reflects the key areas of CBT’s activity, namely the delivery of:
 - a. the Philanthropy Strategy;
 - b. the BHE charitable funding strategy, BD;
 - c. the BHE Social Investment Fund (operational budget);
 - d. the Central Grants Programme;
 - e. the Wembley National Stadium Trust contract; and
 - f. the BHE and wider charities reviews.

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

Departmental budget estimates for 2021/22

10. In line with the Business Plan, this report presents the budget estimates for 2021/22 in respect of all the activities undertaken/hosted by CBT. The only exception to this is the BHE review activity as this is supported by a dedicated BHE review fund which is separately budgeted and accounted for.
11. A summary of the 2021/22 budget is set out in Appendix 2.

Central Risk

12. The Central Risk budget contains specific items where the Chief Officer manages the underlying service, but where the eventual financial outturn can be influenced by factors outside his control or are budgets of a corporate nature.
13. The 2021/22 budget for Central Risk includes grants and non-grant commitment expenditure (i.e. expenditure in furtherance of BD other than that included in the Local risk budget), social investments income, voluntary income and deprecation charges.

Table 1: Grants and non-grants expenditure

Grants and non-grants expenditure	Bridging Divides	Cornerstone	Bridge to work	LCRF	Total
	£000s	£000s	£000s	£000s	£000s
2021/22 Proposed Budget	105,300	870	100	-	106,270
2020/21 Forecast Outturn	75,862	-	262	25,375	101,499

14. Table 1 sets out the proposed commitments for 2021/22 and the forecast grants commitments outturn for the preceding year. The 2021/22 proposed budget includes a provisional allocation of £75m in grants from the £200m fund approved in March 2020 for Bridging Divides programme in addition to a £30m allocation from the remainder of the £125m approved under the 5-year Bridging Divides programme. The forecast outturn for 2020/21 also includes the forecast commitment of £45m of the £200m additional allocation.

15. Table 1 also includes:

- a. A second round of the Cornerstone Fund (Anniversary Funds/Infrastructure) is now planned to take place in the 2021/22 financial year. It will be launched following consultation with existing aligned funders, potential new funders, Round 1 grant-holders and potential beneficiaries for funding from Round 2. Trust for London has agreed to support the second round of Cornerstone Fund with a £0.5m grant over 3 years, £0.2m is expected to be received in the 2021/22 financial year.
- b. Bridge to Work was established as a 5-year programme. A grant award of £100k to Inclusion London was approved by your May 2020 Committee under this. The programme continues to support a range of activities to help tackle unemployment amongst young disabled Londoners.
- c. The activity of the LCRF is expected to take place within 2020/21 only. The amount shown above is the total grant commitments funded by both BHE and other third-party donations.

Social Investment Fund Income

16. Income from Social Investments budget for 2021/22 is £250k, a decrease of £159k compared to the original budget for 2020/21. Covid and the associated economic downturn means there are fewer investible opportunities than we would otherwise expect, alongside reduced rates of return on some investments, resulting in lower budgeted income for the 2021/22 financial year.

Local Risk Budget 2021/22

17. The Local Risk budgets are deemed to be largely within the control of the Chief Officer and cover operational spend.
18. The Local Risk budgets comprise employee costs, fees and services, subscriptions, communications and computing and other operational spends.
19. At Appendix 3, the Summary Budget by Committee sets out the elements of the budget for which the CBT Committee has responsibility for, alongside the split for other Committees.

Employee Costs

20. The proposed employee budget for 2021/22 is £2,790k, an increase of £40k compared to the latest approved budget for 2020/21, mainly due to approved salary increases. Of the proposed employee costs, £2,296k are costs where the postholder is either working exclusively for CBT, the charitable funding arm of the BHE, or has a significant portion of their tasks and duties related to this work. Appendix 6 -Staffing Statement presents the split of employee costs across responsibilities.
21. A proportion of some senior staff costs where responsibilities cover non-CBT activities is allocated to BHE. Similarly, a proportion of the costs of the Charities Finance Team which relates to their other work on BHE matters are also budgeted as non-CBT specific costs.
22. The balance of the proposed uplift in employee costs outside of the governance purview of the CBT Committee relates to an additional resource to support the work of the Central Grants Unit.

Non-Employee Costs

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

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

Supplies and services	Latest Approved Budget 20/21	Proposed Budget 21/22	Variance
Local Risk			
	£000s	£000s	£000s
Equipment, furniture, materials	41	12	29
Clothes, Uniforms	1	1	-
Printing, stationery, general office	15	28	(13)
Fees & Services	413	1,323	(910)
Communications & Computing	208	116	92
Hospitality/Events/Conference Expenses	140	120	20
Subscriptions	31	36	(5)
Total Local Risk	849	1,636	(787)

Of the proposed budget of £1,636k for non-employee costs, £1,629k are CBT specific with a provisional allocation of £750k estimated as costs relating to the administration of additional grants out of the £200m approved allocation.

24. The proposed budget for 2021/22, supplies and services has a net increase of £787k compared to the latest approved budget for 2020/21. The actual costs include the following key activities, which have been set against other savings made across the various spend types:

- a. A £750k provisional allocation to support the administration of additional grants out of the £200m approved fund;
- b. £94k for the Philanthropy Strategy's Philanthropy House project. This budget ensures funding is available to support any additional property search and initial architectural, design and anchor engagement fees to support the required business modelling for the property. It also makes provision for legal and other professional fees necessary for the successful crystallisation and initial marketing of the concept (NB given the uncertainty of Covid-related working practices and the London property market, the timing of this project may change).

- c. £39k budgeted spend for CBT's participation in the 2027 *Programme* for the second year running. The 2020/21 financial year is the first year City Bridge Trust participated in the 2027 programme, a cross-funder initiative aiming to increase opportunities for people from working-class backgrounds in grant-making bodies and to increase the diversity of experience within those organisations. Our participation sits squarely within our values and will increase our capacity. Our 2027 Associate is currently working on our LCRF Programmes and will be engaging further with our Bridging Divides pipeline in the coming months.
- d. £25k to undertake a CRM system needs analysis. As our range of operations has expanded to encompass non-grant assistance, corporate volunteering, the management of high-profile schemes such as LCRF, and with the uplift in funds agreed by March 2020 Court, we will take stock of our business needs to inform a decision on either an upgrade on the current grants database or recommend a new grants database.

Corporate & Strategic Implications

- 25. The high-level Business Plan and estimated budget support the delivery of the new over-arching BHE strategy, Bridging London, and the Philanthropy and BD strategies. Within the bounds of the governance imperatives (set out above), the plan is mindful of the Corporation's own strategic plan and looks to align where feasible and appropriate. For example, CBT's work aligns with the Corporation's KPIs to:
 - a) Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities;
 - b) Provide inclusive access to facilities for physical activity and recreation;
 - c) Advocate and facilitate greater levels of giving time, skills, knowledge, advice and money.
- 26. The benefits for having the Corporation as trustee of BHE continue to be further reflected in the 'total assets approach' embedded in the BD funding strategy – using all our assets to achieve positive impact for London's communities.

Conclusion

- 27. This report presents the high-level summary Business Plan and associate budget for 2021/22 for Members' consideration and approval. The plan and budget reflect the increased range of inter-related activities which position CBT as a centre of charitable excellence within the Corporation. The plan and budget have been prepared in an extraordinary operating context with a number of Covid and Brexit-related variables. It also takes account of the planned expenditure of a significant proportion of the additional funding approved for expenditure through BD and allows CBT to continue its core business of charitable funding in a flexible, impactful way – all now framed by the BHE over-arching strategy 'Bridging London'.

Scott Nixon

Head of Director's Office, City Bridge Trust
020 4526 1213

Scott.nixon@cityoflondon.gov.uk

Nathan Omane

Finance Manager (Charities), Charities Finance Team, Chamberlains

nathan.omane@cityoflondon.gov.uk

Appendices

- Appendix 1 – Draft high-level summary Business Plan 2021/22
- Appendix 2 – Budget estimates 2021/22 summary – CBT and activities hosted by CBT
- Appendix 3 – 2021/22 Summary Budget by Committee
- Appendix 4 – 2021/22 Summary Budget by Fund
- Appendix 5 – Original Budget 2020/21 to Latest Approved Budget 2020/21 – CBT and activities hosted by CBT
- Appendix 6 – Staffing Statement – CBT and activities hosted by CBT

Our aims and objectives are...

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

Our (six) major workstreams this year will be...

1. Implementation of an interim review of the Bridging Divides Strategy in response to the Covid-19 context (including the framing of the additional £200million spend).
2. Multi-agency Covid response and recovery work.
3. Development of the social investment workstream following any possible governance changes.
4. Implementation of the BHE Strategy and recommendations from the Corporate Charities Review.
5. CBT website review and development/implementation of a new website.
6. Delivery of the Central Grants Unit and Wembley National Stadium Trust contract.
7. Further embedding our values, for example implementation of the Race action plan.

The Corporate Plan outcomes we have a direct impact on are...

HLA3a: Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.

HLA5d: Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money

HLA2d : Provide inclusive access to facilities for physical activity and recreation.

What's changed since last year...

1. There has been an increase in the level of grant spend and related activity in relation to the Covid-19 Pandemic.
2. An overarching strategy for Bridge House Estates has been agreed.
3. Work has progressed to embed our values with the support of the Learning and Impact team.
4. There has been greater collaborative grant-making in the context of C-19 through the "London Community Response" collaboration.
5. Participating in the London Covid-19 response through the Strategic Coordination Group and associated workstreams.
6. Management of the Community Infrastructure Levy through Central Grants Unit.

Plans under consideration

Plan	Time Scale
Leadership team development with external training consultant	December – May 21
Implementation of the outcomes from governance reviews (BHE, Lord Lisvane review and Corporate Charities review)	Ongoing
Implementation of the interim review of Bridging Divides, the Charitable Funding Strategy for CBT	December- March 21

CBT Equality, Diversity & Inclusion Self Assessment scores

Monitoring and use of data/Information	3/4
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	1/4
Target setting and mainstreaming equalities into performance systems	0/4
Using procurement and commissioning to achieve equality and cohesion targets	3/4
Engagement & partnership	3/4
Employment and training	3/4

Our strategic commitments

Bridging Divides strategy

- To reduce inequality and grow more cohesive communities for a London that serves everyone

BHE Strategy

- 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.

Corporate Charities review

- To ensure all Corporation charities have been fully assessed to ensure regulatory compliance and efficient governance; and to ensure exceedingly small charities are streamlined, closed down or merged to generate efficiencies.

Philanthropy Strategy

To role model high impact philanthropy which is impactful and strategically aligned; support initiatives which enable higher impact and/or higher value philanthropy to be generated by others, with a particular focus on cross-sector collaboration and raise awareness of higher impact and/or higher value philanthropy through convening, research, thought leadership.

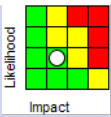
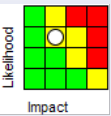
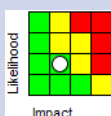
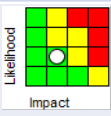
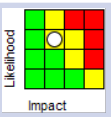
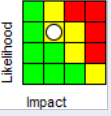
Responsible Business Strategy

- To achieve impact by delivering our operations and procuring our resources in the most ethical and responsible ways possible, by using responsible business practices through our every day work and decision making.

Climate Action Strategy

- To build climate resilience; champion sustainable growth and support the achievement of net zero

Key Risks

Risk Title	Current Risk Assessment
Grant not used for its intended purpose	
Financial loss through fraud or theft	
Negative publicity and reputational damage	
IT failure	
Impact of Brexit	
Staff Capacity	

Social Mobility Strategy

- To champion equality, diversity and inclusion and encourage the need for and benefits of social mobility
- Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility

Key Performance Indicators

KPI	Current Performance	Direction of Travel/ Target
To distribute the annual CBT grants budget in full	On track	N/A
% increase in number of volunteering hours across City Corporation	TBC	TBC
Monetary amount/equivalent of philanthropic activity delivered by City Corporation	TBC	TBC
Number of staff taking part in the Employee Volunteering Programme in last 12 months	TBC	TBC

ANNUAL BUDGET TOP LEVEL SUMMARY

	£
Activities of the charity team hosted by CBT	(4,435,000)
Community Infrastructure Levy Support	83,000
Central Grants Unit Support Income	67,000
Wembley National Stadium Trust Income	29,000
Social Investments Income	250,000
Voluntary Income	200,000
Central risks(grants and non-grants expenditure)	(106,270,000)
Central recharges and depreciation	(121,000)

CBT high level summary Business Plan & Budget Estimates 2021/22: APPENDICES 2 - 6

Appendix 2 – Budget estimates 2021/22 summary – CBT and activities hosted by CBT

	Latest Approved Budget 20/21	Proposed Budget 21/22	Variance	Forecast Outturn 20/21
Local Risk				
	£000s	£000s	£000s	£000s
Employees	(2,750)	(2,790)	(40)	(2,869)
Transport	(9)	(10)	(1)	(5)
Supplies and Services	(849)	(1,636)	(787)	(942)
Total Expenditure	(3,608)	(4,435)	(827)	(3,817)
Income				
Wembley National Stadium Trust	116	29	(87)	69
Central Grants Unit Support	85	67	(18)	85
Community Infrastructure Levy Support	114	83	(31)	114
Charities Finance Team Recharge*	188	-	(188)	-
Charities Review Recharge*	164	-	(164)	-
Total Local Risk	(2,941)	(4,256)	(1,315)	(3,549)
Central Risk				
Grants/ Supplies and Services	(27,438)	(106,270)	(78,832)	(101,249)
Depreciation	(31)	(31)	-	(31)
Income				
Social Investments Fund	409	250	(159)	272
Voluntary Income	-	200	200	14,325
Total Central Risk	(27,060)	(105,851)	(78,791)	(86,682)
Recharges	(90)	(90)	-	(90)
Total Net Expenditure	(30,091)	(110,197)	80,105	(90,321)

* 20/21 Latest Approved Budget assumed CBT will receive recharge income for these items.

Appendix 3 – 2021/22 Summary Budget by Committee

	CBT Committee	Finance Committee	Policy & Resources Committee	Total
Local Risk				
	£000s	£000s	£000s	£000s
Employees	(2,296)	(360)	(134)	(2,790)
Transport	(10)	-	-	(10)
Supplies and Services	(1,629)	(2)	(5)	(1,636)
Total Expenditure	(3,935)	(363)	(138)	(4,435)
Income				
Wembley National Stadium Trust	29	-	-	29
Community Infrastructure Levy Support	67	-	-	67
Central Grants Unit Support	83	-	-	83
Total Local Risk	(3,756)	(363)	(138)	(4,256)
Central Risk				
Grants/ Supplies and Services	(106,270)	-	-	(106,270)
Depreciation	(31)	-	-	(31)
Income				
Social Investments Fund	250	-	-	250
Voluntary Income	200	-	-	200
Total Central Risk	(105,851)	-	-	(105,851)
Recharges	(90)	-	-	(90)
Total Net Expenditure	(109,697)	(363)	(138)	(110,197)

Appendix 4 – 2021/22 Summary Budget by Fund

	BHE			City Fund	City's Cash	CoL Charities *	Total
	CBT	Non-CBT	BHE Total	CIL	Grants/CoL Charities Review	CoL Charities	
Local Risk							
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Employees	(2,346)	(311)	(2,657)	(78)	(39)	(16)	(2,790)
Transport	(10)	-	(10)	-	-	-	(10)
Supplies and Services	(1,367)	(149)	(1,516)	(5)	(90)	(25)	(1,636)
Total Expenditure	(3,722)	(460)	(4,182)	(83)	(129)	(41)	(4,435)
Income							
Wembley National Stadium Trust	29	-	29	-	-	-	29
Community Infrastructure Levy Support	67		67	-	-	-	67
Central Grants Unit Support	83		83	-	-	-	83
Total Local Risk	(3,543)	(460)	(4,003)	(83)	(129)	(41)	(4,256)
Central Risk							
Grants/ Supplies and Services	(106,270)	-	(106,270)	-	-	-	(106,270)
Depreciation	(31)	-	(31)	-	-	-	(31)
Income							
Social Investments Fund	250	-	250	-	-	-	250
Voluntary Income	200		200				200
Total Central Risk	(105,851)	-	(105,851)	-	-	-	(105,851)
Recharges	(90)	-	(90)	-	-	-	(90)
Total Net Expenditure	(109,484)	(460)	(109,944)	(83)	(129)	(41)	(110,197)

* under consideration.

Appendix 5 – Original Budget 2019/20 to Latest Approved Budget 2020/21 – CBT and other activities hosted by CBT

	Original Book Budget 20/21	Latest Approved Budget 20/21	Variance
Local Risk			
	£000s	£000s	£000s
Employees	(2,729)	(2,750)	21
Transport	(9)	(9)	-
Supplies and Services	(849)	(907)	58
Total Expenditure	(3,587)	(3,666)	79
Income			
Wembley National Stadium Trust	116	116	-
Central Grants Unit Support	85	85	-
Community Infrastructure Levy Support	114	114	-
Charities Finance Team Recharge	188	188	-
Charities Review Recharge	164	164	-
Total Local Risk	(2,920)	(2,999)	79
Central Risk			
Grants/ Supplies and Services	(27,438)	(27,438)	-
Depreciation	(31)	(31)	-
Income			
Social Investments Fund	409	409	-
Total Central Risk	(27,060)	(27,060)	-
Recharges	(90)	(90)	-
Total Net Expenditure	(30,070)	(30,149)	79

Variances cover contribution pay and amounts approved via the carry-forward process.

Appendix 6 – Staffing Statement – CBT and other activities hosted by CBT

	Headcount Full-time Equivalent Budget 20/21	Latest Approved Budget 20/21	Headcount Full-time Equivalent Budget 21/22	Proposed Budget 21/22
	FTE	£000	FTE	FTE
City Bridge Trust	34.65	2,166	35.53	2,224
Charities Review	0.50	34	-	-
BHE (non- CBT) Charities Finance	2.65	194	2.30	176
BHE (non- CBT) Senior Leaders	-	-	1.35	135
Wembley National Stadium Trust	1.30	97	0.33	23
Central Grants Unit	1.10	94	2.00	126
Neighbourhood Community Infrastructure Levy	0.60	36	0.60	35
	40.80	2,621	42.10	2,718

Interim/Temp staff		64		-
Direct Employee Costs		64		-
Staff training and personal development		45		52
Recruitment		20		20
Indirect Employee Costs		65		72
Total Employee Costs		2,750		2,790

Committee	Dated:
City Bridge Trust (CBT)	26 th November 2020
Subject: Risk Register for Bridge House Estates (charity number: 1035628): risks relevant to City Bridge Trust	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report author: Scott Nixon, CBT	

Summary

The report provides this Committee's section of the key risks register for Bridge House Estates (BHE) for review. The Charity Commission's Statement of Recommended Practice (SORP) requires that risks that impact upon a charity are reviewed continuously to ensure that existing risks are reconsidered, any new risks are identified and that appropriate measures are in place to mitigate those risks. This requirement is further emphasised within the Charity Governance Code. BHE is managed by six Committees or Boards, each of which is required to review and monitor risks for the services they oversee e.g. the Planning and Transportation Committee manages risks relating to the five bridges maintained by the charity. Accordingly, a separate risk report has been prepared for each managing Committee or Board.

Six of the risks on the BHE risk register relate to the services overseen by the CBT Committee. These relate to grants not being used for their intended purpose; financial loss through fraud or theft; negative publicity leading to reputational damage; IT failure, impact of Brexit and staff capacity – the six risks are detailed at Appendix 2.

The risk related to financial loss through fraud or theft has increased and is now amber on the risk RAG rating. This is due to CBT administering an increasingly high number of low value one-off grant awards to smaller organisations which has increased the likelihood of potential fraud.

The risk relating to staff capacity and Brexit remain amber. Although CBT staff are working effectively from home, with the uncertainty of the Covid-19 pandemic staff levels could be negatively impacted at short notice. Similarly with Brexit, the impact for London and CBT grantees remains uncertain and as such the risk rating will remain amber, but will be regularly reviewed.

Recommendations

Members are asked 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.

Main Report

Background

1. In accordance with the SORP, trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. This requirement is further emphasised within the Charity Governance code, which recommends that effective risk-assessment processes are set up and monitored. This Committee's section of the key risks register for BHE is set out for review.
2. BHE is overseen by six Committees or Boards each of which is required to review and monitor risks for the services they oversee e.g. the Planning and Transportation Committee manages risks relating to the five bridges maintained by the charity. Accordingly, a separate risk report has been prepared for each managing Committee or Board.
3. The Charities SORP requires that the register is reviewed continuously to ensure that existing risks are reconsidered and any new risks are identified.

Review of Risks

4. The method of assessing risk reflects the City of London Corporation's (CoLC) standard approach to risk assessment as set out in its Risk Management Strategy approved by the Audit and Risk Management Committee. The CoLC risk matrix, which explains how risks are assessed and scored, is attached at Appendix 1 of this report. Risk scores range from one, being lowest risk, to the highest risk score of thirty-two. These scores are summarised into 3 broad groups, each with increasing risk, and categorised green, amber or red.
5. Each risk in the register has been considered by the responsible officer within the Corporation who is referred to as the 'Risk Owner' in the register.
6. The CBT Committee's element of the BHE risk register is shown at Appendix 2 and contains six risks: the first relating to the impact of Brexit; the second to the reduction in staff capacity as a result of the COVID-19 pandemic; the third to financial loss through fraud or theft ; the fourth to the grant not being used for its intended purpose; the fifth to negative publicity leading to reputational damage: and sixth, major IS failure. Controls are in place to mitigate these risks, including

an open, transparent and rigorous grants assessment process and, in relation to IT systems, the main grants system Blackbaudgrant-making now running from an Agilisys data centre which is more resilient than the previous server at Guildhall.

7. Three risks have been assessed as amber with a score of 6 (on a risk scale from one to the highest risk score of thirty-two). The remaining three risks are assessed as green with a score of four. The current mitigating actions are considered appropriate at this time.

Conclusion

8. The risks faced by the charity have been reviewed and have been identified as relating to the services overseen by the CBT Committee. This Committee is requested to confirm that appropriate control measures are in place for these risks and that there are no other risks that should be added to the BHE register in relation to services overseen by the Committee.

Appendices

- Appendix 1 - City of London Corporation Risk Matrix
- Appendix 2 – BHE Risk Register: risks relevant to CBT

Scott Nixon
Head of Director's Office
Scott.nixon@cityoflondon.gov.uk

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City of London Corporation Risk Matrix (Black and white version)

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom right (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right (D) below, a green risk is one that just requires actions to maintain that rating.

(A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

(B) Impact criteria

Impact title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people Objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

(C) Risk scoring grid

Likelihood	Impact				
	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

(D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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BHE Risk Register

Generated on: 06 November 2020 08:42



Risk Level Description Departmental

Code	TC CBT 05	Title	Brexit impact
Description	<p>Cause: A no-deal Brexit scenario.</p> <p>Event: There is a spike in applications leading to an increased demand on charitable funding from CBT.</p> <p>Effect: CBT receives a high number of applications which creates a delay in assessment; A high volume of applications may deplete the available grants budget; Negative publicity and reputational damage to CBT and its trustee the City of London Corporation.</p>		
Category	Brexit	Approach	
Risk Level	Departmental	Risk Owner	
Strategic Aim		Key Policy Priority	
Department	Town Clerk's	Committee	The City Bridge Trust Committee
Current Risk Assessment, Score & Trend Comparison	<div> <div>6</div> <div>—</div> <div>Constant</div> </div>		
Target Risk Assessment & Score	<div> <div>2</div> </div>		

Likelihood	Possible
Impact	Serious
Risk Score	6
Review Date	15/11/2020

Likelihood	Unlikely
Impact	Minor
Risk Score	2
Target Date	30-Jul-2021

Latest Note	Likelihood has been reduced due to the certainty of Brexit taking place. The risk is being closely monitored.
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Actions related to this risk:

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
TC CBT 05 A	Review and monitor Funding strategy	To undertake a regular review of the funding strategy to ensure that it satisfies the needs of Londoners.	David Farnsworth	30-Jul-2021	50%	In train with findings/recommendations to be considered at CBT Committee in January 2021
TC CBT 06 B	Spike in applications/requests for additional charitable money:	CBT would focus existing staff resources on the Brexit related priorities; mobilise the consultancy pool to increase staff capacity; increase the rate of grant spend; collaborate through the umbrella body, London Funders, and 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'.	David Farnsworth	31-Mar-2021	25%	The servers holding our BBGM data are in EU member states. In the event of no deal Brexit without an agreement on data sharing there may be an interruption to our BBGM services until Blackbaud can physically repatriate UK-clients' data to a UK base. As a large commercial firm, we would expect them to prepare satisfactorily for this given the deadline for talks between the UK and the EU, but it is still a risk to our service continuity.

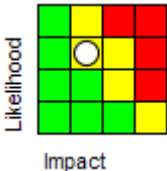

Risk Level Description Service

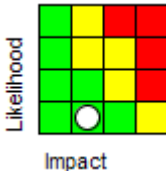
Code	TC CBT 01	Title	Financial loss through fraud or theft.
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Description	Cause: Financial and governance controls are not sufficient enough to identify fraudulent activity. Event: Funding awarded is not being used in line with the terms and conditions of grant. Impact: Negative reputational impact; grant monies may be unrecoverable which is a loss to the charity. Additional officer resources may be required to investigate and liaise the authorities.
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Category	Financial	Approach	
Risk Level	Service	Risk Owner	David Farnsworth

Strategic Aim	SA3	Key Policy Priority	KPP4
Department	Town Clerk's	Committee	The City Bridge Trust Committee

Current Risk Assessment, Score & Trend Comparison	 6  Increasing
Likelihood	Possible
Impact	Serious
Risk Score	6
Review Date	15/11/2020

Target Risk Assessment & Score	 2
Likelihood	Rare
Impact	Serious
Risk Score	2
Target Date	30-Jul-2021

Latest Note	With increased online ways of working with grantees, CBT staff continue to be vigilant in terms of potential fraud.
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Actions related to this risk:

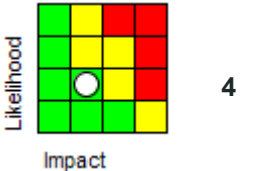
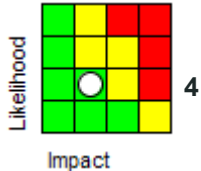
Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
TC CBT 01 A	Financial loss through fraud or theft.	<p>Whilst working virtually during COVID-19, CBT will continue with its existing robust monitoring and evaluation systems.</p> <p>To continue to regularly review grant assessment processes.</p> <p>To continue to undergo internal and external audit.</p> <p>To update wherever necessary, documentation that goes into the public domain which states that CBT has a zero tolerance to fraud.</p> <p>To continue to undertake detailed financial assessments of any grants deemed to be of a higher risk.</p> <p>To closely monitor Covid related funding programmes to ensure a robust and proportionate approach and mitigating and potential fraud.</p> <p>To ensure that all eligible staff undertake the internal Fraud Awareness training course.</p>	David Farnsworth	On-going with next deep dive by 30-Jul-2021	50%	Risk reviewed on 03/11/2020 - see updated assessment.

Code	TC CBT 02	Title	Grant not used for its intended purpose
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Description	Cause: Grant award not being used in accordance with CBT priorities and in line with the original grant application. Event: Funding not being used for its intended purpose. Impact: Reputational damage to CBT.
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Category	Financial	Approach	
Risk Level	Service	Risk Owner	David Farnsworth

Strategic Aim	SA3	Key Policy Priority	KPP4
Department	Town Clerk's	Committee	The City Bridge Trust Committee

Current Risk Assessment, Score & Trend Comparison		Target Risk Assessment & Score	
Likelihood	Unlikely	Likelihood	Unlikely
Impact	Serious	Impact	Serious
Risk Score	4	Risk Score	4
Review Date	15/11/2020	Target Date	30-Jul-2021

Latest Note	Funding managers continue to maintain strong/effective working relationships with grantees which helps to flag early any potential for a grant use to change and also encourages grantees to seek permission in advance for change of use.
--------------------	--

Actions related to this risk:

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
TC CBT	Grant not used for its intended	To continue to undertake regular	David Farnsworth	30-Jul-2021	50%	Learning visits are still taking

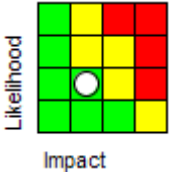
02 A	purpose	learning visits to grantees so as to identify any issues at an early stage. To continue to meet with the Comms and Media team to update on any potential or emerging issues with grantees.				place virtually. In response to Covid-19 CBT has adopted a flexible approach to grant variations according to immediate needs of grantees and changes to service delivery.
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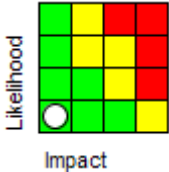
Code	TC CBT 03	Title	Negative publicity and reputational damage
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Description	Cause: CBT's pause in accepting new grant applications alongside COVID-19 funding arrangements are not understood. Event: CBT receives a high number of queries and applications which creates a delay in assessment. Impact: Negative publicity and reputational damage CBT and its trustee the City of London Corporation.
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Category	Reputation	Approach	
Risk Level	Service	Risk Owner	David Farnsworth

Strategic Aim	SA3	Key Policy Priority	KPP4
Department	Town Clerk's	Committee	The City Bridge Trust Committee

Current Risk Assessment, Score & Trend Comparison		4	—	Constant
Likelihood	Unlikely			
Impact	Serious			
Risk Score	4			
Review Date	15/11/2020			

Target Risk Assessment & Score		1		
Likelihood	Rare			
Impact	Minor			
Risk Score	1			
Target Date	30-Jul-2021			

Latest Note	The current situation in terms of COVID-19 is being monitored and any potential issues discussed at the management team meeting.
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Actions related to this risk:

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
TC CBT 03 A	Negative publicity and damage to the City of London Corporation's reputation.	To continue to communicate clearly with key stakeholders on any variations to service delivery. To continue to monitor and act upon any feedback received from grantees (website/social media/monitoring forms). To continue to monitor and review the number of applications received.	David Farnsworth	Ongoing with further deep-dive review 30-Jul-2021	50%	The Trust is a high-profile participant and contributor to the pan-funder London Community Response, reflecting positively on the Corporation's reputation.

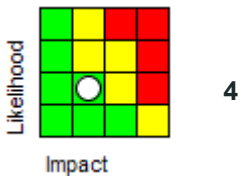

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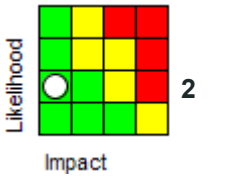
Code	TC CBT 04	Title	IT failure
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Description	Cause: Malicious attack, unpredictable event or adverse weather conditions. Event: IT failure at the data centre managing the CBT's CRM data. Impact: Inability to access active or historical grant data. Unable to assess and manage grant applications, causing a backlog.
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Category	Technological	Approach	
Risk Level	Service	Risk Owner	David Farnsworth

Strategic Aim	SA3	Key Policy Priority	KPP4
Department	Town Clerk's	Committee	The City Bridge Trust Committee

Current Risk Assessment, Score & Trend Comparison				Constant
	Likelihood	4		
	Impact			
Likelihood	Unlikely			
Impact	Serious			
Risk Score	4			
Review Date	15/11/2020			

Target Risk Assessment & Score	
Likelihood	Unlikely
Impact	Minor
Risk Score	2
Target Date	30-Jul-2021

Latest Note	<p>Covid-19 response – all staff are now operating remotely and virtually. Dependence on IT has increased.</p> <p>All grant application processes have now been moved online.</p>
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Actions related to this risk:

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
TC CBT 06	IS failure	<p>To continue to meet on a regular basis with the CBT IT Business partner to ensure that all off site data back-up sites and storage are suitable.</p> <p>To continue to ensure that any viruses and spam are reported to the IT department and dealt with swiftly.</p>	David Farnsworth	Ongoing with further deep-dive review 30-Jul-2021	50%	Covid-19 response – all staff are now operating remotely and virtually. Dependence on IT has increased.

Code	TC CBT 06	Title	Staff capacity
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Description	<p>Cause: The spread of Covid-19 has resulted in social distancing and lock-down being adopted so that all CBT staff members are working from home and are reliant on remote technology. Care responsibilities and potential illness of team members may also reduce workforce capacity</p> <p>Event: An increase in CBT staff sickness due to the virus and a reduction in staff capacity in respect of those with carer responsibilities</p>
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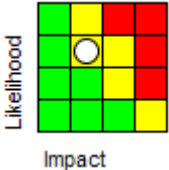

	Effect: CBT being unable to effectively respond to crisis, deploy staff and provide services to its grantees. Increased potential for complaints, delays in grant assessment work. Reputational damage to CBT. Increased costs due to a lack of staff to undertake key workstreams and a backlog develops
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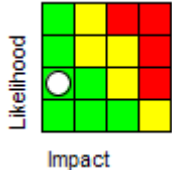
Category	Covid-19
Risk Level	Service

Approach	
Risk Owner	

Strategic Aim	SA3
Department	Town Clerk's

Key Policy Priority	
Committee	The City Bridge Trust Committee

Current Risk Assessment, Score & Trend Comparison	 6 	Increasing
Likelihood	Possible	
Impact	Serious	
Risk Score	6	
Review Date	28-Apr-2020	

Target Risk Assessment & Score	 2	
Likelihood	Unlikely	
Impact	Minor	
Risk Score	2	
Target Date	30-Jul-2021	

Latest Note	
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Actions related to this risk:

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
TC CBT 06 A	Staff capacity	To increase the pool of consultants and temporary support staff. To continue to progress agreed recruitment.	David Farnsworth	30-Jul-2021	25%	Activity to be undertaken is regularly reviewed and regular contact with consultants is made to understand their potential capacity

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CBT Committee	Dated:
City Bridge Trust	11 th November 2020
Subject: Grants Budget and Applications today	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Emma Horrigan, Data Analyst	

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. 31 Bridging Divides grant recommendations are brought to your September meeting, with 1 grant recommendation for your decision today (see section 11 of today's papers). 30 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 (LCRF).

Table 1: Today's recommendations		
Action	Bridging Divides	
	Nº	£
Grant recommendations for today's decision	1	261,520
Approved by delegated authority (£0 to £250k)	30	2,651,060
Total	31	2,912,580

2. A further 17 applications are either recommended for rejection or have been withdrawn by the applicant (sections 12b and 12c of today's papers).

Table 2: Today's rejections	
Action	Nº
Recommended for rejection	14
Withdrawn & lapsed (to note)	3
Total	17

3. There is 1 new variation to grant awards to report at today's meeting.
4. Table 3 (below) shows the implications of today's recommendations against your 2020/21 grants budgets. If you approve all of the grants recommended today the remaining year 3 (2020/21) Bridging Divides budget allocation is £8,987,453 once variations and designated funds are accounted for.
5. Today's papers include the grants awarded as part of the 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 173 grants for a total of £ 3,879,772 included in today's paper are all 'wave 3'

grants. Further details are in the CGO'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.

6. You will see in your papers today an application for approval to award £261,520 to United St Saviours Charity (UStSC) to host Southwark Giving. This is a request for reallocation of a proportion of the grant previously awarded to Community Southwark (£326,900) for the same purpose and as such is outside of our usual application process which is currently closed.
7. For information Table 3 also shows your Anniversary Infrastructure Programme budget (Cornerstone and Bridge Fund).

Table 3: Overall spend against 2020/21 total grants budgets						
	Bridging Divides		Cornerstone and Bridge Fund		London Community Response Fund Total	
		£		£		£
Budget						
2019/20 designated fund				1,164,390		1,164,390
2019/20 additional allocation spend ¹		(9,858,356)		0		(9,858,356)
2020/21 budget ²		20,000,000		0	14,859,418	34,859,418
Budget transfer		(11,250,000)			11,250,000	
Additional allocation approved - CBT Committee July 2020		5,000,000				5,000,000
Grants uplift		8,333,333		0		8,333,333
Additional Allocation approved - CBT Committee September 2020		15,000,000				15,000,000
Admin costs					(734,424)	(734,424)
Total budget		27,224,977		1,164,390	25,374,994	53,764,361
Grants awarded in 2020/21	15,197,684		0		21,274,346	36,472,030
Funds designated but not yet awarded ³	171,010					171,010
Less 2020/21 variations to date ⁴	(11,250)		0		(116,652)	(127,902)
Net grant commitments 2020/21 to date		15,357,444		0	21,157,694	36,515,138
Remaining budget 2020/21		11,867,533		1,164,390	4,217,300	17,249,223
Today's meeting						
Grant commitments		2,912,580		0	3,879,772	6,792,352
Today's meeting total		2,912,580		0	3,879,772	6,792,352
Less today's variations	(32,500)		0			(32,500)
Remaining budget 2020/21 after today's meeting		8,987,453		1,164,390	337,528	10,489,371

Emma Horrigan, Data Analyst
 E: impact@cityoflondon.gov.uk

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. The LCRF fund includes an £11,250,000 contribution from the City Bridge Trust 2020/21 Bridging Divides budget allocation, including an extra £250,000 approved by delegated authority on 12th November 2020. It also includes a £7m award from The National Lottery 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.

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Bridging Divides Eligibility Criteria

<ul style="list-style-type: none"> • Registered charity • Registered Community Interest Company • Registered Charitable Incorporated Organisation • Registered charitable industrial and provident society or charitable Bencom • Charitable company • Exempt or excepted charity 	<ul style="list-style-type: none"> • Revenue grants cannot amount to more than 50% of an organisation's turnover/income in any one year • Organisations cannot hold more than one grant at a time, except where the application is for: an eco-audit, an access audit, or is made under one of the Trust's special one-off programmes or is a strategic initiative • Grants must benefit inhabitants of Greater London
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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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Committee	Dated:
City Bridge Trust	26th November 2020
Subject: Grants of Over £250,000 for Approval	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report author: Scott Nixon, Head of Director's Office	

Summary

This report advises Members of funds recommended for approval for amounts of over £250,000. The assessment report for this grant recommended for approval can be found at appendix 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

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

No.	Ref	Grant Organisation	Original Amount Requested	Programme Area	Funding Manager	Location of Organisation	Amount recommended for approval	Grant duration (months)
<u>Bridging Divides</u>								
1	17738	United St Saviour's Charity	£N/A	Connecting the Capital	Kate Moralee	Southwark	£261,520	48
<i>Total Bridging Divides (1 item)</i>			£0				£261,520	
Grand Totals (1 item)			£0				£261,520	

MEETING 26/11/2020

Ref: 17738

ASSESSMENT CATEGORY: Bridging Divides -

United St Saviour's Charity

Adv: Kate Moralee

Base: Southwark

Amount requested for transfer: £261,520

Benefit: Southwark

Amount recommended: £261,520

The Applicant

United St Saviours Charity (UStSC) is an endowed charity with its roots in the fifteenth century. It began life as the Corporation of Wardens of the Parish of St Saviour and has evolved over the centuries to become a company limited by guarantee, with the company being the sole trustee of United St Saviours Endowment Charity which holds the permanent endowment and Hopton's Charity (social housing). It has responsibility for its social housing stock whilst also awarding grants to charities, community groups and non-profit organisations. It has a vision for Southwark where people are resilient, communities are sustainable, and neighbourhoods have a strong identity.

The Application

UStSC was approached by CBT, London Giving and others with an interest in the successful delivery of Southwark Giving (SG) to host SG moving forward. After much consideration UStSC agreed to host SG and has invested £5,000 to scope and propose a model for Southwark Giving which reflects the current assets and needs of communities, the ambitions of business and the collaboration of funders.

Your officer is requesting a transfer of £261,520, previously awarded to Community Southwark, to support the development of SG moving forward. Your officer continues to work in partnership with UStSC to agree the model and specific target outcomes for this grant award.

The Recommendation

United St Saviours Charity (UStSC), a leading funder in Southwark and a member of the recently formed Southwark Funders Forum, has offered to host Southwark Giving moving forward. Your officer has worked collaboratively with London Giving, London Funders and UStSC to agree a positive way forward for Southwark Giving. UStSC has committed to invest £5,000 to scope and propose a model for Southwark Giving which reflects the assets and needs of communities, the ambitions of business and the collaboration of funders.

UStSC is well placed to deliver this work as it is well established and embedded in the borough with almost 500 years track record and associated strong relationships across all sectors in the borough. It has the trust of all members of the SG Advisory Group, expertise as a funder and appropriate knowledge of Giving Schemes.

Your officer is confident that UStSC is the best host for Southwark Giving and that the potential for Southwark Giving to succeed is strong, especially given the establishment of Southwark Funders Forum, Southwark Community Response Fund and increased appetite for collaboration across public, private and charity sectors demonstrated by coordinated and collaborative working in response to the challenges presented by the Covid pandemic. This proposal meets the criteria of

your Place-based giving schemes priority area as did the original recommendation and award to Community Southwark:

£261,520 over four years (4 x £65,380) from the original grant of £326,900 to Community Southwark be transferred to United St Saviour Charity to contribute to the costs of hosting Southwark Giving for 4 years.

Funding History

No funding history

Background and detail of proposal

On 14/11/2018 a grant of £326,900.00 was awarded to Community Southwark for 0.6 fte Head of Southwark Giving and 0.4 fte Community Investment Officer, plus associated running costs for the development and consolidation of Southwark Giving to host and progress Southwark Giving. Unfortunately, the delivery model became unsustainable and following in-depth discussions with Community Southwark, Southwark Giving Advisory Board, London Giving and Southwark Funder Forum representation it was agreed that Community Southwark would no longer host Southwark Giving.

UStSC has presented an approach and model to Southwark Giving Strategic Board, which covered governance, relationships, skills or knowledge required, resourcing and budget, timeline and next steps. It is adopting an inclusive and collaborative approach to shaping the Giving model to be adopted by SG moving forward and suggests a Priority Theme approach. It has presented a Community Needs Assessment paper, though acknowledges that this is very fluid given the context of the pandemic. It has invested £5,000 of its own resource into scoping a model and will present options to the next SG Strategic Board for consideration and agreement.

Your officer will then agree with UStSC the target outcomes for the delivery of SG and a more detailed budget. UStSC is unable to present these currently until the model has been scoped and agreed by all partners of SG.

Financial Information

United St Saviours Charity has a permanent endowment of approximately £30million and significant asset in the form of property. Your officer has carried out due diligence on UStSC and it demonstrates excellent governance, financial management and has a solid asset base.

Year end as at 31/03	2019	2020	2021
	Signed Accounts	Signed Accounts	Budget
	£	£	£
Income & expenditure:			
Income	2,205,022	3,003,445	2,893,336
- % of Income confirmed as at	N/A	0	53%
Permanent Endowment (capital) gains/losses	4,602,384	(3,228,560)	
Expenditure	(2,131,485)	(2,521,905)	(2,561,100)
Total surplus/(deficit)	4,675,921	(2,747,020)	332,236
Split between:			
- Restricted surplus/(deficit)	0	270,202	0
Endowment	4,017,515	(1,092,720)	0
- Unrestricted surplus/(deficit)	658,406	(1,924,502)	332,236
	4,675,921	(2,747,020)	332,236
Operating Expenditure (unrestricted)	2,099,767	2,365,254	
Free unrestricted reserves:			
Total Liquid Reserves	2,094,137	1,144,275	1,476,511
No of months of operating expenditure	12.0	5.8	
Reserves policy target	1,420,990	1,473,984	
No of months of operating expenditure	8.1	7.5	
Free reserves over/(under) target	673,147	(329,709)	1,476,511

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Committee	Dated:
City Bridge Trust	26th November 2020
Subject: Funds Approved or Declined under Delegated Authority	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Scott Nixon, Head of Director's Office	

Summary

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

Recommendation

Members are asked to:

- Receive this report and note its contents

Main Report

Following the urgency approval of the Court of Common Council on 7th April 2020, the delegated authority thresholds are as follows:

- 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;
- Applications of more than £250,000 to be approved by The City Bridge Committee.

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.

Scott Nixon
 Head of Director's office
 020 4526 1213
Scott.nixon@cityoflondon.gov.uk

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

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
16023	ARTification	07/10/2020	£30,000 over three years (3 x £10,000) towards running costs of the Urban Oasis project in West London.	£30,000
15989	Arts Depot Trust Ltd	26/11/2020	£132,000 over 5 years (£28,400; £28,500; £28,700; £25,200; £21,200) towards the running costs of an accessible programme of activities for disabled people. Costs covered include a Project Manager (0.3 FTE), artist fees, performances, touch tours, Disability Awareness Training, marketing and a 10% contribution to core costs.	£132,000
16039	Barking & Dagenham Giving	02/11/2020	£248,400 over 5 years (£33,500; £52,200; £54,200; £54,000; £54,500) towards the salary of a CEO, together with associated running costs. Release of the grant is conditional on BDG continuing to be an active member of The London's Giving Network and that it uses the London's Giving metrics to evaluate its success.	£248,400
16029	The Big House Theatre Company	06/10/2020	£163,100 over 4 years (£46,600; £42,700; £38,900; £34,900) core funding towards salary costs of the Associate Director and The Big House Means Business Manager and a contribution towards rent, enabling The Big House to scale-up activities and support more care leavers.	£163,100
17586	Brent Adolescent Centre	28/10/2020	£98,800 over two further and final years (£49,000; £49,800) towards the costs of providing therapy and professional interventions to young people with mental health needs in five schools in Brent.	£98,800

Ref	Organisation	Disposition		Recommended
		Date	Grant Recommendation	Amount
17437	Carers Support (Bexley)	19/10/2020	£113,500 over a further and final two years (£56,500; £57,000) to support the cost of the Service Manager (24hpw); Volunteer accommodation, expenses and training for three volunteers; and associated running costs of the carers breaks service.	£113,500
17435	Centre 70	15/10/2020	£81,300 over 2 further and final years (£40,000; £41,300) towards the Inspire programme, including the salary of a part time (21hpw) Project Leader, contributions towards other staff involved in the delivery of the work, and associated project costs.	£81,300
16070	Ashford Place	22/09/2020	£68,000 over two further and final years (2 x £34,000) for work to support local people with dementia.	£68,000
15684	ECPAT UK	26/11/2020	£175,000 over five years (£45,000; £40,000; £35,000; £30,000; £25,000) towards the core costs of the organisation	£175,000
16052	EFA London	09/10/2020	£75,000 over 5 years (£24,600; £20,400; £15,000; £10,000; £5,000) towards the core costs of the organisation	£75,000
15358	Fitzrovia Neighbourhood Association	04/11/2020	£40,000 over two further and final years (2 x £20,000) as 50% contribution towards a part time Advice Worker and associated running costs. Release of the grant is subject to match funding from Trust for London.	£40,000
17984	Getting On Board	01/10/2020	£9,000 to match funds already secured for 2027 to scope and launch a complementary trustee coaching programme in London.	£9,000
16008	Hear Us	23/10/2020	£148,500 over three years (£48,000; £49,500; £51,000) towards salaries and running costs of the welfare benefits service.	£148,500
16021	HostNation	26/10/2020	£96,000 over three years (£31,000; £32,000; £33,000) towards the staffing and delivery of HostNation's befriending programme in London.	£96,000
17982	Institute for Voluntary Action Research	01/10/2020	£5,000 towards the costs of IVAR's 2020 Evaluation Roundtable.	£5,000

		Disposition		Recommended
Ref	Organisation	Date	Grant Recommendation	Amount
17493	Legal Advice Centre (University House)	10/11/2020	£107,000 (£53,000, £54,000) over a further and final two years for a Volunteer Coordinator and Caseworker (35 hpw) for the Disability Advocacy Project and associated running costs.	£107,000
17584	Lloyds Bank Foundation	18/09/2020	Towards the further development of the LocalMotion initiative, a place-based funder collaboration.	£50,000
16568	Mind in Tower Hamlets and Newham	23/10/2020	£107,800 over three years (£36,600; £35,000; £36,200) for the salary of a p/t (28hpw) Project Worker and project costs of the New Horizon's Project.	£107,800
15726	National AIDS Trust	26/10/2020	£47,000 over two years (£23,400; £23,600) towards the costs of piloting the London Activists' Network, including salary and on-costs of a pt (12.25 hpw) Community Engagement Officer, associated project costs, and a contribution to overheads.	£47,000
16007	NL Cares Limited	15/10/2020	£45,000 over 5 years (£15,000; £10,000; £8,000 £7,000 £5,000) towards the salary of a Programme Coordinator to deliver the Love Your Neighbour service to older people in Islington and Camden.	£45,000
17024	Oasis Children's Venture	12/10/2020	£70,500 over 2 further and final years (£35,700; £34,800) towards the continuation of the Green Prescription Project.	£70,500
16056	One Westminster	09/11/2020	£89,100 over two further and final years (£43,500; £45,600) for a full time Senior Violence Interrupter and associated running costs.	£89,100
16108	Our Time	20/10/2020	£60,000 over three years (3 x £20,000) towards the salary of the CEO to expand and develop programmes and capacity to reach hundreds more children and young people in London.	£60,000
16027	Reaching Higher	26/11/2020	£143,750 over 5 years (5 x £28,750) to contribute towards the salary costs of a full-time Project Manager and Project Assistant & Mentoring Lead; an additional sessional worker (6 hpw); monitoring and evaluation; and other associated project costs to	£143,750

Ref	Organisation	Disposition		Recommended Amount
		Date	Grant Recommendation	
			deliver the leadership programme in Croydon.	
15541	Redbridge Foodbank	15/10/2020	£35,810 over five years (5 x £7,162) towards the Project Manager's salary.	£35,810
16018	Resource for London	10/11/2020	£195,000 over five years (£42,500; £38,500; £38,200; £37,500; £38,300) towards the Enhance Project, including the salary of a Networks and Partnerships Manager (1.2 dpw), marketing and communications, partner delivery costs, and other running costs.	£195,000
16006	South London Cares Limited	15/10/2020	£90,000 over 5 years (£30,000; £24,000; £14,000; £12,000; £10,000) towards the salary costs of the Programme Coordinator for South London Cares and contribution to Social Club activity costs to deliver the Love Your Neighbour, Social Clubs, Winter Wellbeing and Outreach services in Southwark and Lambeth.	£90,000
15951	St Paul's Church, Bow Common	29/10/2020	£2,000 towards an access audit of St Paul's Church Bow.	£2,000
17975	Turtle Key Arts Centre Trust	26/10/2020	£28,500 over two further and final years (£14,250, £14,250,) for running costs of two participation projects; 100% of 'Key Words' for dyslexic children and teenagers and 25% towards 'Key Club' for 16 – 30 year olds on the autism spectrum.	£28,500
17438	Why me? Victims for Restorative Justice	06/11/2020	£96,000 over 3 further and final years (£31,000; £32,000; £33,000) towards a Development Officer (2.5dpw), a RJ Service Manager (0.5dpw) and associated project costs, for work to enable hate crime victims from the London LGBT+ community to access restorative justice. Release of the grant is subject to receipt of a satisfactory monitoring report for year 2 of the current grant.	£96,000
Grand Totals				£2,651,060

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Committee	Dated:
City Bridge Trust	26th November 2020
Subject: Applications recommended for rejection	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report author: Scott Nixon, Head of Director's Office	

Summary

This report and the accompanying schedule outlines a total of **14** 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. The applications recommended for rejection at this meeting 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.

Scott Nixon
Head of Director's office
020 4526 1213
Scott.nixon@cityoflondon.gov.uk

Grants Recommended for Rejection

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
<u>Bridging Divides</u>							
<u>Advice and Support</u>							
May 2020	16945	Hope Church Orpington	To enable the employment for three years of an advocacy officer to support and advocate for those at risk of becoming homeless in Bromley Borough.	The application does not meet your eligibility criteria for your Advice and Support funding programme as the applicant organisation does not hold any recognised management qualification and/or advice quality standard as mandatory for this programme.	£132,680	Kate Moralee	Bromley
<i>Total Advice and Support (1 item)</i>					£132,680		
<u>Connecting the Capital</u>							
January 2020	15977	198 Contemporary Arts and Learning	As part of the wider re-development of 198 Contemporary Arts and Learning we are applying for funding to install a Green Roof on the new building.	This request is for capital building works that do not relate to access improvements and does not therefore meet the Trust's priorities.	£36,000	Lily Brandhorst	Lambeth
January 2020	15986	Postal Heritage Trust	Londoners experiencing inequality or disadvantage have greater well-being and independence through improved access to arts. They will be better heard and represented, embedding it into TPM's core offer.	The applicant has not been able to produce a plan for how the proposed programme, for children with Autism, will be delivered during the Covid-19 outbreak and within the requested one-year funding period.	£20,000	Julia Mirkin	Camden
April 2020	16111	The Sir Oswald Stoll Foundation	To contribute towards running costs of Stoll's Health and Wellbeing Programme, providing a wide range of activities to promote wellbeing for older veterans and dependants.	The application proposes to deliver activities which are directed at the benefit of its residents and not of direct benefit to the wider community. As such this does not meet the criteria of your policy when funding residential services/providers.	£127,983	Kate Moralee	Hammersmith & Fulham

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
March 2020	16053	SocietyLinks Tower Hamlets	Community volunteering project providing opportunities for local residents to come together and help deliver three projects providing practical targeted support to other residents (youth club, wellbeing club and mosaic-making project).	The proposal is to develop volunteering within and for the organisation and where volunteers would be involved chiefly with supporting the organisation's own programmes. As such this is not a good fit with your priorities which are to support principally second tier organisations to provide volunteering support services, whilst Tower Hamlets already has a Volunteer Bureau which does this.	£217,330	Ciaran Rafferty	Tower Hamlets
<i>Total Connecting the Capital (4 items)</i>					£401,313		
Positive Transitions							
April 2020	16109	Feltham Community Chaplaincy Trust	To help young offenders resettle and rehabilitate in the community, through one2one mentoring and community support.	The application requests a contribution to the delivery of core services but does not reflect the criteria of the core costs offer of 10% of an organisations income, tapered over the funding period. The target outcomes for the proposal are approximately double the reported outcomes in the latest available Annual Report and therefore would appear over ambitious for the investment requested.	£120,000	Kate Moralee	Hounslow
February 2020	16019	Geese Theatre Company	Reconnect programmes at HMP Brixton for prisoners approaching release; using drama methods to explore, practice and challenge behaviours and choices in preparation for returning to the community.	The application does not meet the criteria of the funding priority area as the work is delivered wholly within a prison setting without any follow up support in the community.	£40,279	Kate Moralee	Outside London

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
March 2020	16041	Kingston Vineyard and Growbaby	To employ a member of staff to deliver and develop all of the current Growbaby services; specialist support services working with children and young people to change their outcomes	The proposal does not meet your criteria for supporting young people with mental health needs nor has the organisation demonstrated any specific expertise in this area of work. Governance issues would need to be explored further if funding was to be considered, as would the charity's objects which are heavily weighted to supporting religious activity.	£30,000	Ciaran Rafferty	Kingston
June 2020	17439	Tower Hamlets Parents Centre	We are requesting 2 years continuation funding to support disadvantaged BME women in Tower Hamlets access accredited ESOL and ICT Classes.	The organisation failed to submit the continuation request within your published timescale despite advice from your officer as to the criteria and without any explanation as to its lateness.	£27,300	Kate Moralee	Tower Hamlets
December 2019	15927	Young Futures CIC	To fund the salary of a lead therapist and contribute to the general costs of the therapy team, who offer life-changing support to care leavers on-site at our residential units.	Latest accounts for the organisation show it has very little reserves and net current liabilities, a picture which has been repeated in previous years and thereby creates a risk to any funding you might provide. Between 90-100% of the organisation's funding comes from statutory sources so there is a risk that work that you might support would top up an underfunded contract or replace income from statutory sources.	£148,260	Ciaran Rafferty	Southwark
<i>Total Positive Transitions (5 items)</i>					£365,839		

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
Small Grants - Bridging Divides							
Small Grants (Bridging Divides)							
April 2020	16576	Dadihiye Somali Development Organisation	The purpose of the funding is to use core costs to help disadvantaged clients, low income, face isolation, live in deprived areas to provide advice, information, adult social care, etc.	Small organisation seeking funding towards core costs to provide advice and information to disadvantaged people. As such the proposal does not meet the priorities of the Small Grants programme.	£29,081	Sandra Davidson	Kensington & Chelsea
June 2020	17311	Enabled Disability Inventions	Enable disabled to gain confidence self esteem and most importantly independence especially post Covid19enhancing the ability of increasing numbers to live independent lives, boosting their self-esteem and reducing the loneliness.	Organisation operating for less than one year and therefore unable to provide a set of legal compliant accounts. No income secured to date from any sources.	£158,414	Sandra Davidson	Kingston
June 2020	17075	Knowledge and practice	Supporting BAME & low income families during covid and beyond with nutritional education and healthy food, wellbeing and mental health support	Request is to provide mentoring and summer activities for children from disadvantaged backgrounds and therefore does not meet the priorities of the Small Grants programme. The amount requested also exceeds the maximum grant available on the programme - £10k p.a.	£39,924	Sandra Davidson	Croydon
July 2020	17443	Thank U Charity	Establish the Discussions-Across-Generations project - interaction with older achievers to inspire purposeless, unproductive young BME people, to learn from the past, to build a better future, to fulfill their potential.	A large grant request from a small organisation with no paid staff where the latest set of accounts show income of £14,149. Your officer is not convinced the funds being sought comprise a realistic contribution towards an over ambitious project totalling £373,844 over three years.	£9,995	Sandra Davidson	Hammersmith & Fulham

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
<i>Total Small Grants (Bridging Divides) (4 items)</i>					£237,414		
Grand Totals (14 items)					£1,137,246		

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Committee	Dated:
City Bridge Trust	26th November 2020
Subject: Withdrawn & Lapsed applications	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Scott Nixon, Head of Director's Office	

Summary

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

Recommendation

Members are asked to:

- Receive this report and note its contents

Scott Nixon
Head of Director's office
020 4526 1213
Scott.nixon@cityoflondon.gov.uk

Withdrawn or Lapsed Applications

ID	Organisation	Purpose of Request	Withdrawn / Lapsed Reason
15613	Central London Samaritans	Specialist support services to improve the mental health of homeless and transient people - this is a priority on your website but NOT included in the drop down list	Lapsed due to inactivity.
16071	OrganicLea CIC	Work experience which leads to training and employment opportunities in food growing and green space management for people with disabilities and long-term health conditions.	The applicant has decided to withdraw this Connecting the Capital application after being made aware that the strong employment training element of the programme deems it to be ineligible. They will review whether to reapply for eligible elements of the programme/their work in due course.
17436	Select	Kickstart, our employment support service for disabled people, helping to prepare them for employment, to find a job and support them in keeping it.	Applicant has withdrawn the proposal on being informed that it did not meet current funding criteria.
Grand Totals (3 items)			

Committee	Dated:
City Bridge Trust	26 th November 2020
Subject: Variations to Grants/Funds Awarded	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Scott Nixon, Head of Director's Office	

Summary

This report informs Members of grants where variations have been agreed by the CGO since your last meeting.

Recommendation

Members are asked to:

- Receive this report and note its contents

Main Report

Since your last meeting, variation to the grant 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.

Consonant (ref 14512)

The above organisation was awarded a grant of £94,500 in 2018 under your Investing in Londoners Reducing Poverty programme. Consonant contacted your officer to advise that they had been experiencing serious financial difficulty during 2019 and 2020 and despite its public appeal to address cashflow issues it recently confirmed its closure on 28th August 2020. £32,500 has now been revoked.

Total sum revoked: £32,500

Scott Nixon
Head of Director's Office
020 4526 1213
Scott.nixon@cityoflondon.gov.uk

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Committee	Dated:
City Bridge Trust	26th November 2020
Subject: London Community Response Fund Grants approved under delegated authority – Wave 3.	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For information
Report author: Scott Nixon, Head of Director's Office	

Summary

This report advises members of funds awarded through The London Community Response Fund (LCRF) under delegated authority for wave 3 of the London Community Response (LCR) Funders' Collaborative. This report does not include awards previously reported to this committee.

Appendix 1 provides a summary of all LCR activity in Wave 3 and Appendix 2 provides a high-level overview of LCR activity across all of the Waves (1,2 and 3).

Recommendation

Members are asked to:

- Receive this report.

Main Report

1. As you may remember, the LCRF is an emergency response fund administered by CBT. Grants are awarded using both funds donated by other funders and CBT's own funds.
2. LCRF applications are submitted on a common portal which is coordinated by London Funders. Applications are then sifted by a group of 100 grants managers from across the funding sector. Applications are then further assessed by CBT Funding managers, freelance assessors and staff from other funders.
3. Recommendations are made by an Advisory panel comprising of officers from a range of donating funders and independent experts. These

recommendations are then reviewed and approved by your CGO and Deputy CGO under the agreed powers of delegation.

4. Funding has been awarded in targeted waves. Waves 1 & 2 have already been reported to this committee. Wave 3 was in respect of continued crisis response as well as activities which enable organisation to continue to provide their usual services or adapt them as a result of the pandemic.

London Community Response Fund - Wave 3: Requests approved under Chief Grants Officer's delegated authority (£100,000 or less)

Ref	Organisation	Approval Date	Recommended Amount
17840	13 Rivers Trust	28/09/2020	£35,000
17961	Ability Bow	28/09/2020	£48,162
17715	Account3	28/09/2020	£46,538
17862	Afghanistan and Central Asian Association	28/09/2020	£48,382
17790	Africa Advocacy Foundation	28/09/2020	£41,308
17898	African Peoples Historical Monument Foundation (Black Cultural Archives)	28/09/2020	£29,000
17838	Ansar Youth Project	28/09/2020	£45,077
17959	Art Against Knives	28/09/2020	£45,759
17913	Artillery CIC	28/09/2020	£29,912
17624	The Bangladesh Youth Movement (BYM)	28/09/2020	£21,081
17619	Barnet Citizens Advice Bureau	28/09/2020	£46,438
17930	Basic Sports & Fitness(BSF)Ltd	28/09/2020	£7,200
17853	Bosnia and Herzegovina Community Advice Centre	28/09/2020	£29,356
17954	Break Tha Cycle	28/09/2020	£40,990
17422	Breaking Barriers	28/09/2020	£50,000
17773	Brent Carers Centre	28/09/2020	£49,600
17953	Bromley and Croydon Women's Aid Ltd	28/09/2020	£27,357
17938	Chabad Lubavitch of Bloomsbury - Central London	28/09/2020	£46,022
17866	Chinese Information and Advice Centre	28/09/2020	£50,000
17791	Chinese Mental Health Association	28/09/2020	£35,782
17926	Code 7 ltd	28/09/2020	£49,705
17902	COMMUN	28/09/2020	£26,660
17563	CommUNITY Barnet	28/09/2020	£49,348
17756	Community Network Group CIC	28/09/2020	£45,674

Ref	Organisation	Approval Date	Recommended Amount
17882	Community Opportunity	28/09/2020	£50,000
17767	Copef Training Skills	28/09/2020	£25,000
17971	Council of Asian People (Haringey)	28/09/2020	£33,000
17874	Croydon Supplementary Education Project	28/09/2020	£47,301
17507	Dadihiye Somali Development Organisation	28/09/2020	£19,932
17935	Dalgarno Neighbourhood Trust	28/09/2020	£41,650
17870	deafPLUS	28/09/2020	£14,926
17769	Derman	28/09/2020	£19,758
17845	DESTINY HOUSE INTERNATIONAL	28/09/2020	£50,000
17774	DigiBridge CIC	28/09/2020	£20,475
17916	Disability Action in Islington	28/09/2020	£43,606
17879	East London Out Project	28/09/2020	£36,590
17850	The Enfield Island Youth and Community Trust	28/09/2020	£50,000
17886	Enfield Somali Community Association	28/09/2020	£25,440
17629	Evelyn Oldfield Unit	28/09/2020	£39,675
17723	Excel Women's Association	28/09/2020	£44,741
17724	Gasworks Dock Partnership	28/09/2020	£50,000
17904	Gloves Not Gunz C.I.C	28/09/2020	£12,000
17784	Goan Community Advice And Information Centre	28/09/2020	£19,500
17939	Greek Orthodox Community of St Katherine	28/09/2020	£25,000
17911	Greenleaf Charity Trust - Spark2Life	28/09/2020	£28,202
17785	Hackney Co-operative Development CIC	28/09/2020	£23,780
17800	Hammersmith and Fulham Association of Somali Voluntary Organisations (H&F Asvo)	28/09/2020	£20,000
17921	Hilltop Circle	28/09/2020	£16,050
17925	Honor Oak Community Association	28/09/2020	£11,700
17792	Horizon Community Care	28/09/2020	£50,000
17955	The Hug Support Group CIC	28/09/2020	£12,713
17771	IHEART Principles	28/09/2020	£48,681
17972	IKWRO - Women's Rights Organisation	28/09/2020	£45,410
17967	Impact Hub Kings Cross Ltd	28/09/2020	£23,969
17956	Inclusion London	28/09/2020	£49,616
17940	Inspire Women Men and Children	28/09/2020	£9,500
17896	The Interlink Foundation	28/09/2020	£44,007

17868	Islington Music Forum Ltd (T/A as 'Key Changes')	28/09/2020	£15,340
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Ref	Organisation	Approval Date	Recommended Amount
17891	Islington Refugee & Migrant Forum	28/09/2020	£20,700
17766	J-GO Media	28/09/2020	£39,732
17946	Kamitan Arts C.I.C	28/09/2020	£24,955
17736	The Lateef Project	28/09/2020	£35,200
17843	Latin American Women's Rights Service	28/09/2020	£41,067
17899	Latin American Women's Rights Service	28/09/2020	£48,895
17620	Legal Advice Centre (University House)	28/09/2020	£30,000
17592	Lewisham Refugee and Migrant Network	28/09/2020	£35,560
17770	The Listening Place	28/09/2020	£48,723
17839	Living Well International CIC	28/09/2020	£47,970
17987	London Funders	28/09/2020	£35,625
17498	London Irish Centre	28/09/2020	£49,886
17809	London Village Network	28/09/2020	£22,365
17937	Maa Shanti	28/09/2020	£14,937
17781	The Maya Centre	28/09/2020	£23,670
17742	Media Trust	28/09/2020	£19,350
17983	Metro Centre Ltd	28/09/2020	£49,869
17981	Mosaic LGBT+ Young Persons' Trust	28/09/2020	£10,000
17890	Mousetrap Foundation for the Arts	28/09/2020	£29,047
17801	No 1 Performing Arts	28/09/2020	£49,988
17950	North Kensington Hearts & Minds CIC	28/09/2020	£24,030
17727	Nunhead's Voice Limited	28/09/2020	£49,974
17958	One Place East	28/09/2020	£19,730
17761	OrganicLea CIC	28/09/2020	£36,570
17893	Osmani Trust	28/09/2020	£49,980
17625	The Paperweight Trust	28/09/2020	£27,100
17885	Positively UK	28/09/2020	£15,108
17778	Pramdepot C.I.C	28/09/2020	£23,472
17931	Pro Touch SA CIC	28/09/2020	£13,340
17822	Project Foodhall CIC	28/09/2020	£25,000
17894	Prospects (Kensington) Ltd	28/09/2020	£20,962
17754	Protection Approaches	28/09/2020	£49,248
17889	Protege DNA Ltd	28/09/2020	£42,000
17841	Qoys Daryeel (Family Care)	28/09/2020	£16,570

Ref	Organisation	Approval Date	Recommended Amount
17963	Rahab Project Limited	28/09/2020	£40,648
17919	Renaissance Foundation	28/09/2020	£19,800
17748	Respect	28/09/2020	£32,888
17914	Rising Stars Support	28/09/2020	£4,320
17895	RoadPeace	28/09/2020	£14,689
17797	The Show Crib	28/09/2020	£8,004
17768	Skills Enterprise	28/09/2020	£25,100
17864	Small Green Shoots	28/09/2020	£43,818
17927	Somali Advice And Forum of Information	28/09/2020	£24,795
17920	Somali Girls Can	28/09/2020	£50,000
17810	Somali Integration & Development Association (SIDA)	28/09/2020	£20,339
17908	Step Up Hub	28/09/2020	£20,524
17912	Stepney Community Trust	28/09/2020	£36,650
17970	Stour Trust CIC	28/09/2020	£42,080
17869	Studio Upstairs	28/09/2020	£44,884
17595	Time to Help (UK)	28/09/2020	£34,150
17753	Treasures Foundation	28/09/2020	£23,690
17932	The Ubele Initiative	28/09/2020	£33,660
17957	Uganda Community Relief Association	28/09/2020	£48,580
17852	Voyage	28/09/2020	£20,125
17923	WestPoint-Sustainable Community Development	28/09/2020	£22,500
17828	Wise Thoughts	28/09/2020	£16,770
17903	Women for Refugee Women	28/09/2020	£49,975
17905	Work Rights Centre	28/09/2020	£28,360
17969	YourStory Ltd	28/09/2020	£42,415
17626	Zacchaeus 2000 Trust	28/09/2020	£28,472
Grand Totals			£3,879,772

Appendix 1: LCRF Wave 3 summary

Appendix 2: LCRF Wave 1, 2, 3 overview

Scott Nixon

Head of Director's office

020 4526 1213

Scott.Nixon@cityoflondon.gov.uk

London Community Response Fund

Waves 1-3

Total awarded:
£25,037,466

No of grants: 1354

Contributing funders: 20 (grant makers,
Livery Companies, and corporates)

Wave 1 & 2

Award period June-July 2020, £13.1m awarded,
992 grants, average grant £8,348.

Wave 3

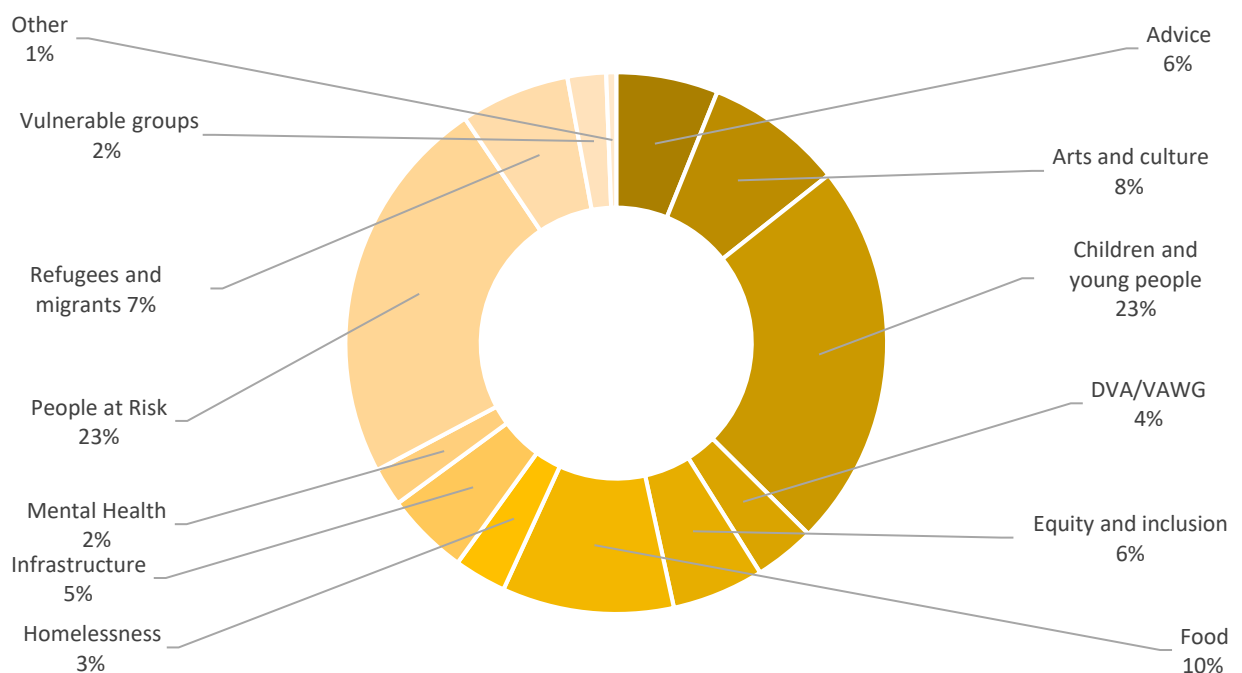
Award period July - Sept 2020, 12m awarded,
362 grants, average grant £33,000.

London Community Response Fund – Waves 1-3

Between March and September 2020, 20 grant-makers, Livery Companies, and City businesses came together in an unprecedented collaboration donating/allocating a total of almost £26m towards emergency response projects across the capital. The funds were distributed via the London Community Response, a funder collaboration led by London Funders in response to the Covid-19 pandemic, featuring a common online application portal. Charities and other civil society organisations were able to submit one application, which would then be viewable by up to 60 participating funders.

Funds were distributed across 3 Waves but here the funding data is provided in aggregate:

Grants awarded by theme (no of grants)



Grants awarded by borough (no of grants)

The total number of grants does not match the total in the summary above because some grants were for work across multiple boroughs.

Borough	No of grants	Borough	No of grants
All London	397	Kensington & Chelsea	87
Hackney	185	Barking & Dagenham	80
Lambeth	148	Ealing	79
Southwark	146	Wandsworth	79
Tower Hamlets	133	Greenwich	65
Islington	131	Redbridge	62
Camden	128	Hounslow	54
Haringey	127	Harrow	52
Brent	113	City	44
Lewisham	109	Havering	37

Newham	106	Hillingdon	37
Waltham Forest	105	Richmond	37
Hammersmith & Fulham	98	Merton	36
Croydon	93	Bromley	31
Barnet	92	Bexley	30
Westminster	91	Kingston	30
Enfield	89	Sutton	28

Borough breakdown (no of grants awarded)

darker=higher no of grants



Equity lens

LCRF Org leadership >50%	% approved Grants W3	% approved grants W1/2	% points +/-
LGBT+	9%	5%	4
BAME	58%	43%	15
Deaf and disabled	13%	8%	5
Women	40%	5%	-18

Equity data was collected during Wave 2, but we were unable to access the data which was specific to LCRF grants. Therefore, the comparison above is between **all** London Community Response Wave 2 grants (including aligned funders) and **all** LCRF Wave 3 grants. The decision was taken in Wave 3 to prioritise user-led organisations, particularly those led by

the LGBT+, BAME, Deaf and disabled communities, and/or led by women. In both Waves the LCRF funded grants to four key equity partner infrastructure bodies, to provide strategic and operational support to the whole London Community Response partnership. These organisations were: Consortium, Inclusion London, Ubele Initiative and Inclusion London.

Update on the wider London Community Response

LCRF is a restricted fund administered by CBT which enables funders to come together and donate money into a single 'pot'. The 'pot' is then used to fund applications received via the London Community Response (LCR) common application portal, which is hosted and coordinated by [London Funders](#). In addition to the joint fund, there are c.40 aligned funders, which also fund applications submitted to the portal, through their own internal grant-making processes. This wider collaboration is known as the [London Community Response \(LCR\)](#).

Across all three Waves, over 6,000 applications had been received and 2,592 grants have been offered totalling £41.8m (of which £25m relates to grants awarded via the LCRF). An amazing achievement; one which all of the 60+ collaborating funders, and London Funders themselves as the leaders, should be rightly proud of.

Understanding Impact and What's Next?

We are currently tendering for a grants management partner to undertake monitoring activities relating to all Waves 1, 2 & 3 LCRF grants, having agreed a joint approach amongst the LCR collaborating funders. The data collected will be shared with the LCR learning partners Reos Partners and The Social Investment Consultancy (TSIC) in order for us to understand the impact of the grants and how we can take learning from this work forward. We will share more with you as this develops.

Wave 4

Wave 4 is in the planning stage and London Funders have been in touch with funders directly in relation to this. If you would like to be involved in Wave 4 but cannot align funding, donating to the LCRF joint fund might be a solution; do get in touch with Samantha Grimmett-Batt, LCRF Funding Manager, Samantha.grimmett-battt@cityoflondon.gov.uk 07874794313





WAVE 3



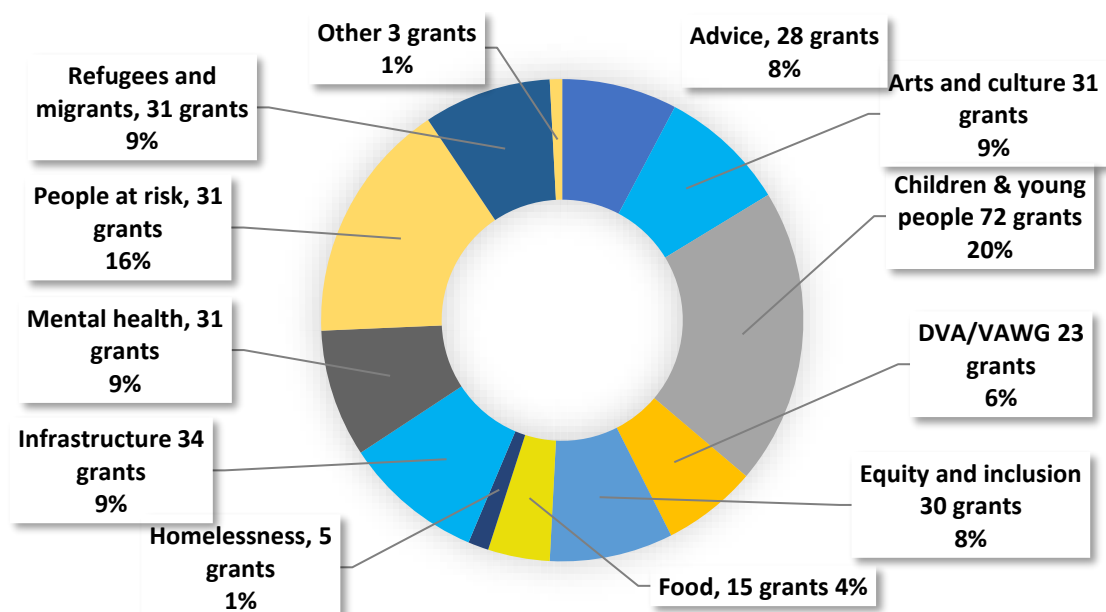
London Community Response Fund - Wave 3 Update

For Wave 3, City Bridge Trust (CBT) partnered with The National Lottery Community Fund (NLCF), which committed nearly £7 million in grants to support organisations to keep providing vital services to London communities through the pandemic. We also allocated £5m from our own funds and received £300,000 from an anonymous donor. Around £90k in unspent funds were carried over from the previous waves. The grants budget for Wave 3 was therefore £12.1m. See Annex 1 for a detailed income and expenditure table which also shows administration costs.

Over the course of five meetings between 27 July and 21 September a total of 362 grants were awarded. The maximum grant size available was £50,000 and the average grant size awarded was £33,388. Only 'large' grant applications (applications for more than £10k) were considered, although some grants of under £10k were made due to the applicants having already received some funding or having applied for ineligible costs. A total of £12,077,204 was awarded. The balance remaining predominantly comprises NLCF income and those funds will be returned per our legal agreement. All bar £108 of the remaining London Community Response Fund (LCRF) income (including funds carried over from previous Waves) has now been spent.

Meeting date	Value of grants	No of grants
Advisory Panel Date 27 July 2020	£202,530	8
Advisory Panel Date 10 August 2020	£2,087,521	62
Advisory Panel Date 24 August 2020	£3,192,939	95
Advisory Panel Date 7 September 2020	£2,714,442	79
Advisory Panel Date 21 September 2020	£3,879,772	118
Total	£12,077,204	362

Grants distribution by theme and borough (by no of grants)



Borough	No of grants	Borough	No of grants
All London	108	Lewisham	21
Hackney	53	Wandsworth	19
Tower Hamlets	46	Westminster	19
Lambeth	40	Croydon	18
Camden	37	Redbridge	17
Haringey	37	Harrow	15
Islington	37	Havering	13
Brent	36	Hillingdon	12
Hammersmith & Fulham	34	Greenwich	11
Newham	33	Merton	10
Barnet	32	Hounslow	9
Southwark	32	Sutton	8
Enfield	26	Bromley	7
Ealing	25	Richmond	6
Kensington & Chelsea	25	Bexley	5
Waltham Forest	25	City	5
Barking & Dagenham	24	Kingston	5

Equity and inclusion

Equity data was collected during Wave 2, but we were unable to access the data which was specific to LCRF grants. Therefore, the comparison below is between **all** London Community Response Wave 2 grants (including aligned funders) and **all** LCRF Wave 3 grants. The decision was taken in this Wave to prioritise user-led organisations, particularly those led by the LGBT+, BAME, Deaf and disabled communities, and/or led by women. Therefore, the Advisory Panel initially only considered applications which were led by one of these groups. Had budget been available following assessment of the equity led groups, then other applicants would have been considered. However, the available budget closely matched the value of applications from user led groups on the portal, so we were unable to consider applications outside of these priority groups. The Advisory Panel also decided to prioritise organisations with an income of less than £1m. There were some exceptions made to these priority focuses; infrastructure bodies were excluded from these limitations (due to the lack of other funders able to support such organisations within the wider LCR funder collaboration) as were applications in the domestic violence/violence against women and girls theme (due to the surge in need for services and the overwhelming financial challenges being faced specifically by organisations operating in this field) and LGBT+ applicants (due to the small number of applications received).

LCRF Org leadership >50%	no of grants approved W3	No of grants rejected W3	Approval Rate W3	% Approved Grants in W3	% approved grants in W1 & 2	% points increase/decrease
LGBT+	32	7	82%	9%	5%	4%
BAME	213	61	78%	58%	43%	15%
Deaf and disabled	46	8	85%	13%	8%	5%
Women	148	56	73%	40%	5%	-18%

Analysis – Comparing Wave 1 & 2 with Wave 3

Thematically, the most significant change was the increase in the proportion of funding allocated to infrastructure bodies (which can be attributed to LCRF only considering large grant applications) and a decrease in the proportion of funding allocated to food theme applications (for the same reason).

Theme	Wave 1 & 2 % of all grants	Wave 3 % of all grants	difference wave 1/2 to wave 3
advice	5	8	2
arts and culture	8	9	1
children and young people	24	20	-4
Domestic abuse/VAWG	3	6	3
Equity and inclusion	4	8	4
food	12	4	-8
homelessness	4	1	-2
infrastructure	0	0	0
Infrastructure	3	9	7
Mental Health	0	9	9
People at Risk	26	16	-9
refugees and migrants	6	9	3
vulnerable groups	3	0	-3
Other	0	0	0
None of the above	1	0	-1

The top five funded boroughs in Wave 1 & 2 were Hackney, Southwark, Lambeth, Islington and Camden. In Wave 3 they were Hackney, Tower Hamlets, Lambeth, Camden and Haringey, so a similar funding pattern broadly aligned to the IMD. If we compare the level of funding per borough in Wave 3 against the Indices of Multiple Deprivation (IMD) we can see that there was general alignment, but that there could be value in targeting specific boroughs more in future Waves.



Wave 3 number of grants awarded per borough
(darker = more grants)



IMD per borough
(darker= higher deprivation level)

We continued the funding partnerships with the equity partners; Consortium, Inclusion London, Ubele Initiative and Women's Resource Centre, to provide strategic and operational support to the collaboration and the pan-London strategic response. A comparison between the number of applications received from user led organisations in Wave 3, as a proportion of all applications, and the percentage of grants awarded in the previous Waves, there was an increase in the number of grants awarded to BAME led, Deaf and disabled led and LGBT+ led organisations and a decrease in the percentage of grants awarded to women led organisations. This is largely due to prioritisation of women led organisations that specifically targeted support for women and girls and/or other protected characteristic groups.



Update on the wider London Community Response during Wave 3

LCRF is a restricted fund administered by CBT which enables funders to come together and donate money into a single 'pot'. The 'pot' is then used to fund applications received via the London Community Response (LCR) common application portal, which is hosted and coordinated by [London Funders](#). In addition to the joint fund, there are c.60 aligned funders, which also fund applications submitted to the portal, through their own internal grant-making processes. This wider collaboration is known as the [London Community Response \(LCR\)](#).

In Wave 3, 2,521 applications were received and the total requested was £48.2m. To date, 801 grants have been offered with a total value of £18.8m (including the £12m awarded via the LCRF referenced above).

Across all three Waves, over 6,000 applications had been received and 2,592 grants have been offered totalling £41.8m (of which £25m relates to grants awarded via the LCRF). An amazing achievement; one which all of the 60+ collaborating funders, and London Funders themselves as the leaders, should be rightly proud of.

Understanding Impact and What's Next?

We are currently tendering for a grants management partner to undertake monitoring activities relating to all Waves 1, 2 & 3 LCRF grants, having agreed a joint approach amongst the LCRF collaborating funders. The data collected will be shared with the LCR learning partners Reos Partners and The Social Investment Consultancy (TSIC) in order for us to understand the impact of the grants and how we can take learning from this work forward. We will share more with you as this develops.

Wave 4

Wave 4 is in the planning stage and London Funders have been in touch with funders directly in relation to this. If you would like to be involved in Wave 4 but cannot align funding, donating to the LCRF joint fund might be a solution; do get in touch with Samantha Grimmatt-Batt, LCRF Funding Manager, Samantha.grimmatt-battt@cityoflondon.gov.uk 07874794313

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Committee	Dated:
City Bridge Trust Committee	26th November 2020
Subject: City Bridge Trust Communications & Events Attended	Public
Report of: The Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Catherine Mahoney - Communications Manager, Charity and Philanthropy	

Summary

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

Recommendation

Members are asked to:

- Receive the report and note its contents.

Main Report

Key Audience Group Reporting

1. Appendix 1 reports communications activity between 01/09/2020 and 31/10/2020 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 by Tim Fletcher.
3. Some of the grants awarded during this unusual period were covered in several media outlets. This includes grants awarded under both Bridging Divides and the London Community Response Fund. Good coverage was achieved, from BBC Radio London to local outlets such as the Ham & High and Hackney Gazette. The Octopus Community Network gained widespread coverage, from trade to local media for their CBT grant, and some targeted media coverage appeared in GayStar News about grants to LGBTQ communities – communicating to key audiences about grants available.

4. In total, we received 64 items of media coverage, 41 of which were generated from news releases. Ten news releases were issued.
5. Members and Officers were able to virtually attend several seminars and events and some details are outlined in Appendix 3.

Catherine Mahoney

M: 07542 228526

E: Catherine.Mahoney@cityofLondon.gov.uk

Appendix 1: Key Audience Groups

Appendix 1: Key Audience Groups

Audience	Face to face	Online and Printed Media channels	Online content
Londoners	<ul style="list-style-type: none"> • London Funders • Heart of the City 		<p>CBT Twitter:</p> <ul style="list-style-type: none"> • 8575 followers • 34.7k impressions* <p>CBT Website:</p> <ul style="list-style-type: none"> • 6203 users • 8622 sessions • 2 mins and 27 s average time
Regulators & politicians	<ul style="list-style-type: none"> • Danny Kruger MP • GLA • London Transition Board • Centre for Social Justice 		n/a

Audience	Face to face	Online and Printed Media channels	Online content
Immediate stakeholders**	<ul style="list-style-type: none"> • IVAR 	<ul style="list-style-type: none"> • <i>Charity Today</i> • <i>Third Sector</i> • <i>FE News</i> • <i>UK Fundraising</i> • <i>Civil Society</i> • <i>Disability News</i> 	<ul style="list-style-type: none"> • News items on the CoL intranet and e-bulletin. • Regular updates in the Members' Briefing.
Other funders, policy makers & key commentators	<p>Meetings & events with various funders including:</p> <ul style="list-style-type: none"> • London Youth • London Funders • Baring Foundation 		n/a

* An Impression is the number of times CBT tweets have been delivered to other accounts and potentially viewed. ** Includes CBT & CoL Officers & Members; key infrastructure bodies; grantees; potential grantees; City leaders, workers, Human Resource and Corporate Social Responsibility professionals.

Appendix 2 – Media Coverage

Media Coverage – August 28 to November 10 2020					
Fund	Date	Story link	Subject	Audience	From news release
City Bridge Trust	03/09	Essex Magazine	City Bridge Trust has awarded £250,000 to Caxton Youth Organisation to boost young people's post-COVID wellbeing. Dhruv Patel, Chairman of the City Corporation's City Bridge Trust Committee, is quoted.	Local	£250k grant to boost young people's post-COVID wellbeing (Jun 18)
	04/09	City Matters		London	
	04/09	Charity Today		Specialist	
City Bridge Trust	04/09	At The Theatre	Coverage of a City Bridge Trust-funded project, My Mind Matters, run by Total Insight Theatre, which allows young people to explore their creativity through filmmaking.	London	
City Bridge Trust	05/09	East London News	A story about Stepney City Farm reopening for visitors credits funding from City Bridge Trust for additional staff.	Local	
	05/09	London Bangla		Specialist	
Bridge House Estates	07/09	BBC London Radio *	Bridge House Estates gets a favourable mention in a broadcast about the state of London's Bridges, prompted by the closure of Hammersmith Bridge.	London	
City Bridge Trust	10/09	Ham & High *	City Bridge Trust is referenced in a reader's letter on charges to swim at the Hampstead Heath ponds.	Local	

City Bridge Trust	11/09	Docklands & East London Advertiser	Coverage of a £150,000 City Bridge Trust grant to theatre company Cardboard Citizens to enable it to improve the mental health of homeless people. Dhruv Patel is quoted.	Local	Tackling trauma – theatre company’s new approach to homeless wellbeing (Sep 11)
	14/09	City Matters		City	
	14/09	Charity Today		Specialist	
	14/09	London Post		London	
Featured story:					
Neighbourhood Fund	17/09	BBC Radio London *	Coverage of applications opening for the City Corporation’s new £5 million Community Infrastructure Levy Neighbourhood Fund includes an interview on BBC Radio London’s afternoon show with project manager James Lee.	London	Community groups in the City urged to bid for share of £5m funding pot (Sep 15)
	15/09	London Post		London	
	16/09	UK Fundraising		Specialist	
	16/09	Charity Today		Specialist	
City Bridge Trust LCRF	16/09	At The Theatre	A grant was provided from the London Community Response Fund through City Bridge Trust for a digital project at The Hope Theatre, in Islington.	Specialist	
	16/09	Broadway World ,		Specialist	
	16/09	Theatre Weekly		Specialist	
	16/09	Theatre-News.com		Specialist	
	18/09	Islington Gazette		Local	
	18/09	Hackney Gazette		Local	
City Bridge Trust	22/09	UK Fundraising	Black, Asian, multi-ethnic, and refugee-led charities and social enterprises will get extra help accessing the money that they need to survive, following a £150,000 grant from City Bridge Trust to Money4You. Dhruv Patel is quoted.	Specialist	Helping BAMER-led charities navigate the funding maze (Sep 22)
	22/09	FE News		Specialist	
	23/09	City Matters		City	

City Bridge Trust	24/09	Broadway World	City Bridge Trust is referenced in an article about the National Youth Theatre's plans for 2020-21.	Specialist	
	24/09	At the Theatre		Specialist	
City Bridge Trust LCRF	01/10	Bloomberg	City Bridge Trust is referenced in an article in on how the London Community Response Fund is helping to tackle mental health disparities among young people, which have widened during COVID-19.	Specialist	
Featured story:					
City Bridge Trust LCRF	02/10	Gay Star News	Coverage, including in one of the main LGBT+ media outlets, of London Community Response Fund grants through City Bridge Trust for LGBT+ projects to support mental health. Dhruv Patel is quoted.	Specialist	COVID crisis fund helps deliver 'life-saving' support for LGBT+ people (Oct 1)
	02/10	City Matters		City	
	01/10	London Post		London	
City Bridge Trust	08/10	South London Press	Dhruv Patel is quoted in relation to a £110k City Bridge Trust grant to charity Access Sport, to train 60 new volunteers at community sports clubs in Greenwich, Lewisham and Southwark to deliver inclusive sporting opportunities to 800 disabled young people.	Local	Inclusive sport drive helps hundreds of young south Londoners (Oct 9)
	09/10	London Post		London	
	09/10	FE News		Specialist	
	12/10	City Matters		City	
	13/10	Charity Today		Specialist	
City Bridge Trust	15/10	London Post	Reporting on the £200k grant from City Bridge Trust to support domestic abuse charity Woman's Trust with additional counselling and therapy sessions. Dhruv Patel is quoted.	London	'Life-saving' domestic abuse charity gets funding boost (Oct 15)
	20/10	City Matters		City	

Featured story:					
City Bridge Trust	26/10	BBC Radio London	Widespread coverage – including on BBC Radio London (<i>link expires 24 Nov 2020</i>) of a £186,400 City Bridge Trust grant for Octopus Community Network to tackle food poverty in the borough. Dhruv Patel is quoted.	London	Community group digs deep to tackle food poverty (Oct 23)
	20/10	Islington Gazette (web)		Local	
	23/10	Islington Tribune (web)		Local	
	23/10	Islington Tribune (print) *		Local	
	23/10	The World News		International	
	23/10	FE News		Specialist	
	25/10	London Post		London	
	26/10	Charity Today		Specialist	
	27/10	City Matters		City	
	28/10	Sustain		Specialist	
	29/10	Islington Gazette (print) *		Local	
City Bridge Trust	21/10	London Post	City Bridge Trust is mentioned in a story on a new internship programme launched by the charity Beyond Autism.	London	
City Bridge Trust	26/10	The Voice	City Bridge Trust is referenced in an article on casting being revealed for a Jermyn Street Theatre production of 15 Heroines, retelling the stories of women of classical myth.	Specialist	

Featured story:					
City Bridge Trust	29/10	<u>BBC Radio London</u> *	Cathy Mahoney, City Bridge Trust communications manager, is interviewed on BBC Radio London's breakfast show as part of a piece about the work The Prince's Trust is doing across the capital, thanks to a £10 million grant from the City Corporation's charity funder.	London	
City Bridge Trust	30/10	<u>London Post</u>	Coverage of a £117k City Bridge Trust grant to the Limehouse Project, to help vulnerable residents in Tower Hamlets access benefits and manage their money. Dhruv Patel is quoted.	London	<u>New scheme to help vulnerable Tower Hamlets residents manage money</u> (Oct 30)
	02/11	<u>City Matters</u>		City	
	03/11	<u>Charity Today</u>		Specialist	
	05/11	<u>Docklands & East London Advertiser</u> *		Local	
City Bridge Trust	04/11	<u>Civil Society News</u>	City Bridge Trust is mentioned as 100 funders pledged renewed support to charities battling the pandemic ahead of the second lockdown. David Farnsworth, chair of London Funders and chief grants officer at City Bridge Trust is quoted.	Specialist	
City Bridge Trust	05/11	<u>Islington Now</u>	City Bridge Trust is referenced in a story about for a Christmas appeal launched by Hilldrop Community Centre.	Local	

City Bridge Trust	05/11	Broadway World	City Bridge Trust is mentioned, referencing its support for new live-recorded family shows produced by the Half Moon Theatre for people to watch at home.	Specialist	
	05/11	London Theatre 1		Specialist	
	06/11	Docklands & East London Advertiser		Local	
	06/11	Theatre Weekly		Specialist	
City Bridge Trust	06/11	London Post	A £250k City Bridge Trust grant to Abbey Community centre will fund activities for older people in Kilburn. Dhruv Patel is quoted.	London	£250k boost for charity helping older people in Kilburn (Nov 5)
	06/11	Charity Today		Specialist	
Bridge House Estates	06/11	New Civil Engineer	Bridge House Estates is mentioned in an article in about contractors being sought for the refurbishment of Blackfriars Bridge.	Specialist	
* = viewable / listenable internally only					

CITY BRIDGE TRUST

External Events attended Sept– October 2020

Date	Host Organisation	City of London's Representative	Location/Borough	Summary / Link to report
09.09.20	IVAR	Jemma Grieve Combes	Zoom	Evaluation Roundtable: specialist discussion and reflection on learning and evaluation in Trusts and Foundations during Covid
8.09.20	Homeless Link	Kate Moralee	Zoom	Funder Focus event – to discuss funding within the Homelessness Sector, priorities, emerging need and recovery
10.09.20	NPC	Multiple CBT staff members	Zoom	Power dynamics in funding relationships (NPC funder drop-in)

Date	Host Organisation	City of London's Representative	Location/Borough	Summary / Link to report
18.09.20	NPC	Kate Moralee	Zoom	Trauma, Gender and Culture informed care – embedding this approach in services
29.09.20	London Funders	Multiple CBT staff members	Zoom	London Community Response Intelligence & Insight Sharing – Mental Health
29.09.20	London Funders	Multiple CBT staff members	Zoom	London Community Response Intelligence & Insight Sharing – Homelessness
01.10.20	Sustain / GLA	Lily Brandhorst	Zoom	Older Londoners Food Summit
7.10.20	London Funders	Multiple CBT staff members	Zoom	London Community Response Intelligence & Insight Sharing – Homelessness

Date	Host Organisation	City of London's Representative	Location/Borough	Summary / Link to report
08.10.20	IVAR	Jemma Grieve Combes	Zoom	Workshop (part of research we're part funding) to explore what needs to be different in grant-making beyond the Covid-19 emergency
12.10.20	London Funders	Multiple CBT staff members	Zoom	Introduction to London Funders week long webinar series on Brexit, with an overview from Civil Society Alliance – where we are now and potential Brexit scenarios and impacts on civil society
15.10.20	London Funders	Jenny Field	Zoom	LCR Learning: Scenario workshop with Strategy Group Members
19.10.20	NPC	Tim Wilson	Zoom	A Q&A with Danny Kruger MP about his recent review of civil society for Government
20-22.10.20	London Funders	Multiple CBT staff members	Zoom	London Funders Camference held over three days, covering Covid-19 in the context of 'Past, Present and Future'

Date	Host Organisation	City of London's Representative	Location/Borough	Summary / Link to report
21.10.20	London Funders	David Farnsworth	Zoom	London Funders Camference. Discussion on how covid-19 has impacted the capital's communities, to share hopes for the future, and to discuss the role that funders need to play in supporting civil society.
21.10.20	CBT/ Collaborate CiC	Jenny Field	Zoom	Cornerstone Fund Learning and Celebration Workshop
22.10.20	Heart of the City	Kate Moralee	Zoom	Scenario Planning workshop for CBT funding partners
29.10.20	The Ethical Property Foundation	Multiple CBT staff members	Zoom	Learning lunch discussing London Charity Property Matters survey, sector trends and the realities London's charities are facing in the current climate.
29.10.20	CBT	Jenny Field	MS Teams	Cornerstone Fund and the Civil Society Roots 2 programme discussion

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Committee: City Bridge Trust Committee	Date: 26 th November 2020
Subject: Learning Case Study about Bail for Immigration Detainees	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Ruth Feder, Head of Impact & Learning Tim Wilson, Funding Director and Social Investment Fund Manager	

Summary

This paper is a learning case study about Bail for Immigration Detainees (BiD), an independent charity that exists to challenge immigration detention in the UK and current grant holder.

Recommendation

- a) For Members to read the case study and consider the learning for City Bridge Trust.

Introduction

1. This is the fourth learning case study demonstrating the issues faced during Covid-19 by organisations you support and highlighting ways they are adapting their services and approaches. The purpose of these case studies is to identify good practice that CBT, and others, can learn from during this crisis period and as the sector starts to rebuild.
2. This case study focusses on Bail for Immigration Detainees (BiD) awarded £120,000 over five years in March 2019 under Bridging Divides' Advice and Support Programme.

What made Bail for Immigration Detainees unique before the crisis?

3. Immigration detention is part of an administrative process applied to people who are subject to immigration control in the UK. Unlike criminal detainees, immigration detainees can be detained indefinitely and multiple times, in detention centres or in prisons, with no automatic legal advice or representation. They have no automatic right to a bail hearing.
4. BiD is the only independent organisation providing policy advocacy, legal advice and representation, information and strategic litigation for immigration detainees in the UK. Since its inception in 1999, BiD has supported over 45,000 people being detained as part of the immigration process. BiD has 10 members of staff and, until March 2020, 24 casework volunteers, many of whom were volunteering with BiD to be able to accredit as Office of the Immigration Commissioner (OISC) advisers. In addition to casework

volunteers, BiD benefits from the services of barristers representing clients in court pro-bono.

5. In 2010, and as a result of a ten-year campaign combining legal casework, policy advocacy, public campaigning, strategic litigation and media work, BiD, along with other organisations, achieved the end of the detention of children. In 2013 it set up a prisons' project in response to the detention of 1,000 (non-criminal) immigration detainees in prisons. When legal aid was withdrawn for immigration matters, including deportation in 2013, BiD established a deportation project, legal representation, prioritising long-term British residents with British partners and/or children directly, with self-help legal materials for others.

How has Covid-19 affected BiD?

6. At the start of lockdown in March, BiD was unable to retain its 24 casework volunteers because it was unable to provide remote legal supervision. It also had to stop providing its usual face to face legal advice sessions in detention centres or prisons. There was deep concern for the health of detainees during the pandemic.
7. In March BiD wrote to the Home Secretary asking for the release of all immigration detainees because of the risks of Covid within the closed settings of immigration detention. It received a response after eight weeks and while hundreds of detainees were released, many were not, including 313 in immigration detention centres and 340 being held in prisons, the Home Office stating that this was on the basis of "risk of harm".

How did BiD adapt its provision?

8. During the first lockdown, BiD quickly focused its (now home-based) staff resource on one-to-one support for bail applicants. The result was that despite reduced capacity and being able to support fewer people, BiD increased its success rate of securing bail for immigration detainees from 59% in 2019/20 to 96% in the period from 23rd March to the end of July 2020.
9. During this period, BiD also undertook a piece of research into detention decision-making. A detailed analysis of 42 of our successful bail cases during lockdown uncovered systemic problems relating to the Home Office's approach to assessments of risk of harm and absconding, imminence of removal, vulnerability, and failure to take account of the best interests of children. BiD concluded that the Home Office's "risk of harm" basis for detention during Covid-19 was not justified, and that this short-term decision making by the government during a national health crisis failed to take into account public health concerns. Celia Clarke, Director of BiD states: *[The research shows] that there are no meaningful safeguards (such as judicial oversight of decisions to detain) [meaning] that the Home Office is only accountable for its decisions once an individual makes an application for bail or an application for unlawful detention – for which most people need lawyers*
10. The research report is: [Risky Business: Immigration detention during the COVID-19 crisis.](#)

What made BiD particularly resilient during Covid-19?

11. Celia Clarke, Director of BiD, explained that having to adapt swiftly to external circumstances is “in the DNA” of the organisation and because its staff members are energised by working in this way, they were driven by the circumstances of the pandemic. Having five years of funding from CBT has helped maintain job security for staff members, which was vital given the loss of their 24 volunteers. Additionally, their strong campaigning voice and clarity of purpose helped maintain their resilience.
12. Celia stated that the support and trust from CBT was “tremendously heartening” and gave them the confidence to risk focusing on one to one support, with the belief that even if not everything succeeded CBT would value their learning from the experience.

What can City Bridge Trust learn from BiD?

13. CBT can learn from how BiD aggregates the lessons from individual client work and use it to inform public advocacy and work with government. BiD is a strong example of the value of providing five-year funding, particularly for organisations working on long-term, structural issues.

Ruth Feder impact@cityoflondon.gov.uk

Tim Wilson tim.wilson@cityoflondon.gov.uk

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