



Grants Committee of the Bridge House Estates Board

Date: THURSDAY, 30 SEPTEMBER 2021
Time: 3.00 pm
Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members: Paul Martinelli (Chair)
Dhruv Patel (Deputy Chair)
Alderman Alison Gowman
Judith Pleasance
Jannat Hossain (Co-opted Member)
William Hoyle (Co-opted Member)

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Accessing the virtual public meeting

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

<https://youtu.be/2hdplB6tuGo>

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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. **TERMS OF REFERENCE**
To note the Committee's terms of reference.

For Information
(Pages 5 - 6)
4. **SUMMARY OF BRIDGING DIVIDES**
To note a summary of the Bridging Divides programme.

For Information
(Pages 7 - 8)
5. **MANAGING DIRECTOR'S REPORT**
Report of the Managing Director of Bridge House Estates (BHE)

For Decision
(Pages 9 - 18)
6. **BRIDGING DIVIDES FUNDING STRATEGY INTERIM REVIEW - IMPLEMENTATION UPDATE**
Report of the Managing Director of BHE

For Decision
(Pages 19 - 26)
7. **GRANT FUNDING ACTIVITY: PERIOD ENDED 16TH SEPTEMBER 2021**
Report of the Managing Director of BHE

For Decision
(Pages 27 - 48)
8. **BUDGET MONITORING REPORT FOR CITY BRIDGE TRUST (CBT): PERIOD ENDED 31 AUGUST 2021**
Report of the Managing Director of BHE

For Information
(Pages 49 - 54)

9. GRANT APPROVAL THRESHOLD REVIEW

Report of the Managing Director of BHE

For Decision
(Pages 55 - 60)

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

11. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

12. EXCLUSION OF THE PUBLIC

MOTION – With the Court of Common Council for the City Corporation as Trustee of Bridge House Estates (Charity No. 1035628) having decided to treat these meetings as though Part VA and Schedule 12A of the Local Government Act 1972 applied to them, it now be moved that the public be excluded from the meeting for the following items of business on the grounds that their consideration will in each case disclose exempt information of the description in paragraph 3 of Schedule 12A, being information relating to the financial and business affairs of any person (including the City Corporation as Trustee of the charity) which it would not be in the charity's best interests to disclose.

For Decision

Part 2 – Non-Public Agenda

13. PIPELINE OF STRATEGIC INITIATIVES

Report of the Managing Director of BHE

For Information
(Pages 61 - 64)

14. SUICIDE PREVENTION WITHIN THE CITY OF LONDON

Report of the Managing Director of BHE

For Information
(Pages 65 - 78)

15. STRATEGIC FUNDING DISCUSSION

The Managing Director of BHE to be heard.

For Discussion

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

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

GRANTS COMMITTEE OF THE BRIDGE HOUSE ESTATES BOARD

1. Constitution

A Committee of the Bridge House Estates Board, and a sub-committee of the Court of Common Council, responsible for discharging functions of the Board in furthering the ancillary object of Bridge House Estates (charity reg. no. 1035628), consisting of:

- 4 Commoners/ or Alderman appointed by the Bridge House Estates Board, either directly from the Bridge House Estates Board or from the wider Court of Common Council.
- 2 external co-opted members (with full voting rights, recruited by the Board in accordance with the procedure approved by the Court).

and each is a "Member".

Each Member to be elected to the Grants Committee of the Bridge House Estates Board on a 4-year term.

2. Quorum

The quorum consists of three members, although Members of the Court (Commoners or Alderman) must form the majority of those in attendance to form a quorum.

3. Membership 2021/22

ALDERMEN

Alison Gowman

COMMONERS

Paul Martinelli

Dhruv Patel

Judith Pleasance

together with the two external co-opted members referred to in paragraph 1 appointed by the Bridge House Estates Board, in accordance with the procedure for their appointment approved by the Court which provides that co-opted members will be selected on the basis of their skills, knowledge and experience in order to ensure that the Board and its Committees have an appropriate balance of skills, knowledge and experience necessary to administer the charity on behalf of the Court.

4. Terms of Reference

In accordance with the Charities (The Bridge House Estates) Order 1995 (as amended) for the following purposes: -

- In or towards the provision of transport and access to it for the elderly or disabled people in the Greater London area; and/or,
- For other charitable purposes for the general benefit of the inhabitants of Greater London,

to be responsible for:

- (a) Implementing the policy settled by the Trustee for the application of funds allocated to further the ancillary object of Bridge House Estates (“the policy”), including to determine the application of funds in accordance with that policy other than decisions to apply £500,000 or more for a grant, project or activity, which decisions are reserved to the Bridge House Estates Board (“the Board”) upon this Committee’s recommendation;
- (b) Determining terms, conditions and other requirements to be imposed in applying the charity’s funds in accordance with the policy; and
- (c) Reviewing and analysing the amounts, nature and spread of funding approved or refused by way of grants or otherwise applied under the policy;
- (d) Reviewing and making recommendations to the Board on the policy, and in so doing to undertake consultation with appropriate persons as required by Order of the Charity Commissioners, dated 10 July 1997;
- (e) Making recommendations on the management and the operation of administrative arrangements as they relate to furthering the ancillary object.

Bridging Divides Eligibility Criteria

- 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

- 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

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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Agenda Item 5

Committee	Date
Bridge House Estates Grants Committee	30th September 2021
Subject: BHE Managing Director's report	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045</i> Strategy does this proposal aim to support?	1
Which Bridging Divides Funding Strategy priority does proposal aim to support?	Connecting the capital, Reducing inequalities, Positive transitions, Advice and support, Every voice counts.
Does this proposal require extra revenue and/or capital spending?	No
Report of: Managing Director, BHE	For decision

Summary

To support the BHE Grants Committee in the discharge of its duties, this regular report provides an update on key areas of activity and outlines upcoming activities for the Board to note and agree.

Recommendation

Members are asked to:

- a) Note the report.
- b) Agree the extension to the Wembley National Stadium Trust contract until 31st March 2024.
- c) To nominate a member of this committee to undertake the role of LocalMotion 'Board Champion', or to agree a process to do so.

Main Report

Wembley National Stadium Trust (WNST) Contract extension

1. Following competitive tender and in line with the Collaborative value of City Bridge Trust (CBT), CBT has been managing and administering WNST since 2012, seconding Stewart Goshawk (a CBT Funding Director) into the role of CEO.
2. CBT has recently been approached to consider a potential two-year extension to the current contract between CBT and WNST, which is due to end on 31st March 2022. Members are therefore requested to consider approving, subject to approval from the Comptroller contracts team, a contract extension to March 2024. It had been the WNST trustees' original intention not to seek an extension to the existing arrangement. However, the pandemic has seriously impacted WNST's governance and management development plans, hence this request for time-limited continued support.
3. The arrangement has to date worked well for both organisations. The ability to share grant-making knowledge and feed into each other's work, in particular around funding marginalised communities and sport has been incredibly productive over the years. The management service is provided to WNST by CBT on a full cost recovery basis.

Afghanistan update

4. The UK Government has said it will resettle up to 20,000 people under the Afghan Citizens' Resettlement Scheme following the Taliban's offensive. This number is additional to the Afghan Relocations and Assistance Policy scheme which was launched earlier in 2021 for Afghan nationals who worked with the UK government and British military. There is no current clarity on how many people are likely to settle in London, but prior to 2021, the capital was already home to around 60% of the UK's 250,000 residents of Afghan origin, so it is reasonable to assume that many people will want to be near family and existing support networks.
5. CBT funds an extensive network of organisations providing advice and support on issues that will be relevant to new arrivals, including benefits, housing and immigration. The Trust also funds organisations supporting migrants and refugees to access mainstream services (including ESOL classes), one of which is to the Afghanistan and Central Asian Association. During the Kabul evacuation, ACAA was featured several times on BBC news, with service users speaking about family members who were looking to escape the county.
6. CBT has been in dialogue with ACAA about increased demand for services and the strains this has placed on staff and systems. We have also been looking at ways to reach community groups providing support to newly arrived people (and their families). As you would expect, other funders have also been exploring how best to respond to the situation, so in order to share intelligence

and avoid duplication London Funders, the umbrella body for statutory and non-statutory grant-makers, has been playing a convening role on this issue.

7. Given our focus under Bridging Divides, we will be prioritising advice services and access to mainstream service provision as well as ways we can strengthen those currently in our funding portfolio who are facing significant increased demand.

LocalMotion

8. On 28th July the Chair and Deputy Chair of the Bridge House Estates board agreed via the urgency process to allocate £485,000 towards the next phase of the LocalMotion funder collaboration (as reported to the BHE Board). LocalMotion is the collective endeavour of six leading UK foundations to deeply impact six local places with funding support (both monetary and otherwise) over ten years. Funding and decision-making is being co-designed by and with places themselves rather than directed by funders. Your contribution is towards the London element of this work (based in Enfield) and a portion of central costs.
9. It was also agreed that one grants committee member would be nominated to act as a LocalMotion “board champion” attending two to six cross-initiative learning meetings per year to increase understanding of the work at board level and foster connections directly between places and board members.
10. It has since been established that there will be two such meetings per year, however these will be full day meetings (10am to 4pm). It is requested that members agree during the meeting to either nominate a member to undertake this role, or to agree a process to do so. The first meeting is currently scheduled for 25th November 2021, with subsequent meetings scheduled on Tuesday 7 June 2022 and Thursday 24 November 2022.
11. Meetings are currently scheduled online only but this may change over the course of the year. As the only regional funder, it would be acceptable and reasonable for the CBT “board champion” to attend London meetings only (whilst continuing to be welcome to join meetings outside of London should they wish to and have availability). The “board champion” may also choose to attend only a part or part(s) of the meetings, once agendas are available, should scheduling conflicts prevent full participation. Please contact your officer Sam Grimmett Batt (Funding Director) for further details sam.grimmett-batt@cityoflondon.gov.uk.

CBT Linked-in profile

12. CBT has set up a dedicated Linked-In page. Members and Officers are encouraged to follow the page and share content to help promote the page in these early days to boost its reach. <https://www.linkedin.com/company/city-bridge-trust>

Learning Case Study

13. A learning case study is provided at appendix 1 about SafeLives (<https://safelives.org.uk/>) a current grant holder that exists to end domestic abuse. The grant funds SafeLives' Whole Health London project, which aims to increase provision for domestic abuse survivors and perpetrators across London. This case study aims to understand the challenges SafeLives has faced during Covid-19, how they have adapted and what CBT and others can learn from their example. It draws on information provided in SafeLives' Impact and Learning report and an interview with their Director of External Relations Liz Thompson, their Head of Public Affairs Jess Asato and their Trust and Grants Manager Tasha Mason

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Appendix 1: Learning Case Study - SafeLives

1. This is the sixth 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 focuses on SafeLives, which you awarded £100,500 over three years in April 2020 under Bridging Divides. This grant funds SafeLives' Whole Health London project, which aims to increase provision for domestic abuse survivors and perpetrators by mapping domestic abuse services and survivors journeys within health settings, using this research to influence NHS London and the Mayor's Office for Policing and Crime. SafeLives also received £42,120 in Wave 3 of the London Community Response Fund, to hire a coordinator to support the operations of the Croydon Domestic Abuse Perpetrator Panel.
3. The case study draws on information provided in SafeLives' Impact and Learning report and an interview with their Director of External Relations Liz Thompson, their Head of Public Affairs Jess Asato and their Trust and Grants Manager Tasha Mason. SafeLives' website is <https://safelives.org.uk/>, their address is Office 5.04, Floor 5, HubHub, 20 Farringdon Street, London EC4A 4EN and their BBGM reference is 15611.

What made SafeLives unique before the crisis?

4. Since 2004 SafeLives has been working to end domestic abuse through policy influencing, supporting frontline organisations and coproducing solutions with survivors. As their Director of External Relations explains, *"We bring together research, data and evidence, the voice of the survivor because they're the people who know best ... and then practice expertise so working with*

organisations across the UK to make sure the response to domestic abuse is as good as it possibly can be.”

5. They take a ‘whole picture’ approach, working across national and local government, the voluntary sector and businesses to provide training and improve policies in any organisation that may come into contact with or affect survivors. *“We can’t do it on our own and we work very hard at building networks and partnerships and trying to influence the bigger picture. Look at the whole person, look at the whole family, and then how do we get the whole community to lean in and look at domestic abuse.” (Director of External Relations)*
6. They also look at every stage of the abuse cycle, including helping people escape dangerous situations, working with perpetrators to change their behaviour, early intervention and supporting survivors’ recovery after the abuse has stopped. *“We’ve run innovative programmes ... which work with perpetrators to get them to change their behaviour, but we also look at the very beginning of the cycle, prevention and early intervention to stop domestic abuse before it happens.” (Director of External Relations)*
7. Although they are not a frontline organisation, SafeLives still work very closely with survivors and make sure that survivors’ lived experience expertise and views are at the heart of everything they do. This includes co-creating surveys to ensure they are accessible and meaningful to survivors, using the responses to inform an evidence-based approach to policy influencing, working with survivors to write reports and influence policymakers and supporting them to co-create services with other organisations.
8. Their Head of Public Affairs explains what this means in their Whole Health London project, which CBT funds: *“We worked with survivors to write our survey, we always try to make sure that anything we produce for survivors is produced by survivors ... We made sure that all the language was accessible but also non-traumatic ... We also worked really closely with one survivor; she told her story as part of the launch event for the report but she also critiqued the report, she read the whole thing, she commented on it, she added some sections, and she also added some really key recommendations that we are now taking forward. It’s about survivors truly co-creating policy, not just consulting them or surveying them, but saying yes you’ve got a stake in this because of your experience but also saying all the skills and understanding that you’ve gained from that experience can be brought into this policymaking process.” (Head of Public Affairs)*
9. Centring lived experience has been key to SafeLives’ success at influencing policy, as their Director of External Relations highlights: *“We were able to get a survivor and an Independent Domestic Violence Advisor to open the Hidden Harms Summit last year ... The Prime Minister wrote afterwards to thank them for their input. There’s no question that that moment is connected to the £40*

million that was then allocated by the government earlier this year towards Independent Domestic Violence Advisors.” (Director of External Relations)

How has Covid-19 affected SafeLives?

10. During the pandemic there has been a significant rise in domestic abuse, with calls to helplines and demand for services increasing dramatically. Lockdown has made it harder for people experiencing abuse to access support networks and in-person services, and it is likely that there are many people in abusive situations who have not been able to get help. Many services across the sector are facing a loss of funding and increased instability, and these factors combined have made SafeLives' work more important than ever.
11. Their Director of External Relations explains: *“For anyone experiencing domestic abuse it’s been a really terrifying time ... helpline calls have risen, services have reported significant increases in caseloads but we know there will be lots of people who haven’t been able to reach out for support, so we’re expecting there will be a big rise in demand for support [as lockdown ends].”*
12. Lockdown also made it harder for SafeLives to reach survivors to input into their surveys and policy influencing, due to the reduction in face-to-face services and increased need for crisis support. As their Head of Public Affairs says: *“The thing that proved a real challenge to us was the lack of face-to-face meetings with survivors ... because services weren’t working directly [in person] with survivors and the calls that they were making were very much about their immediate safety concerns, it wasn’t the sort of situation where you could ask them to do a survey ... We didn’t get as a high a response rate for the survey as we initially anticipated.”*

How did SafeLives adapt its provision?

13. SafeLives adapted quickly, identifying their key priorities when lockdown began: *“We asked ourselves, how do we make sure families are safe in this difficult time, how do we support the frontline services who are supporting them, and then what about the long term, what does this mean for the sector as a whole and us as an organisation?” (Director of External Relations)*
14. Recognising the increased risk and difficulty in accessing support that people in abusive households faced, SafeLives persuaded the Home Office to launch a code word scheme called ‘Ask for ANI’ (Action Needed Immediately), whereby anyone experiencing abuse can go into a participating pharmacy, ask for ‘ANI’ and be helped to call the police or the National Domestic Abuse Helpline in a safe confidential space. Launched in January 2021, the scheme has already been used by 70 people in its first four months. *“It was an idea suggested by survivors ... We’re hearing that a lot of people who have used it*

haven't sought help before, so it is making a substantial difference.” (Director of External Relations)

15. Despite the added barriers to reaching survivors, SafeLives managed to collect valuable insights from those who could respond to surveys and used these as part of their CBT-funded Whole Health London project. As their Head of Public Affairs describes, *“The 74 survivors who did input into the survey gave us a richness of content that, even though we missed our target it actually doesn't seem to have impacted at all the quality of the research that we've been able to do ... the fact that we got a policy report out in the first six months and we helped to then influence the mayoral elections, we managed to achieve a huge amount.”*
16. SafeLives also carried out rolling surveys with domestic abuse services throughout the pandemic, providing up to date insights into how it was affecting them and what support they needed. They also created networks for smaller and specialist organisations to share what they were seeing and struggling with, developed a coalition to look at the long term sustainability of the sector and acted as a conduit between frontline services and government. They used their insights from the surveys and networks to inform their policy work with government; for example, persuading ministers to repeat the message that people could leave home to escape abuse and encouraging greater government support for domestic abuse services.
17. As their Director of External Relations explains, *“We reached out to partners and specialist organisations to say ‘what's happening for you on the frontline?’ which was a really important litmus test for what was happening for survivors but also what was happening for them in terms of service delivery. They were really pleased to be able to speak to each other and also to feed back to us, who could then feed back to government. Lots of those services are very small, they weren't in a position to ring up Number 10 and say ‘look this is not helping’ or ‘you need to mention this’, so it was very valuable.”*

What made SafeLives particularly resilient during Covid-19?

18. SafeLives seized the opportunity the pandemic presented to raise awareness of domestic abuse amongst government, the public and employers, and to improve support for the sector. *“We've been very successful securing emergency funding, not just for us but for the sector, whether that's from government or trusts and foundations. We've been able to raise the profile of domestic abuse in a way that just wasn't in the ether before ... for lots of employers they've suddenly gone ‘oh my god we've got 30,000 people working from home, what if home isn't a safe place?’... We've had a huge increase in employers getting in touch wanting support on developing policies and training, both in terms of dealing with employees and also thinking about customers.” (Director of External Relations)*

19. In addition, SafeLives moved their training for businesses and frontline services – which accounts for approximately one third of their income – online. This led to increased participation and income, as smaller and non-London based organisations who were previously unable to attend in person could now join. As well as benefitting them financially, the move to online has also helped further raise awareness of their work and what needs to change. As their Head of Public Affairs says, *“it means that your message and any of the practice advice that you’re giving is reaching far far further than it would otherwise do ... yesterday we held a seminar that had 500 people on it, that just wouldn’t have been possible before.”*

What can City Bridge Trust learn from SafeLives?

20. SafeLives’ holistic work dealing with all aspects of domestic abuse, from prevention to recovery, and its success at influencing national and local policy changes, highlights the importance of funding organisations which not only provide crisis response but also work towards systemic change. CBT could learn from their successes at achieving policy change and could consider funding similar approaches in future.
21. SafeLives’ participatory approach based on lived experience is a positive example of how to create activities, processes and policies in partnership with the people affected by them; there is a lot to learn from this approach and CBT could consider incorporating some of it into its own work.
22. SafeLives pointed out the value of funders working in partnership with funded organisations, connecting them with relevant contacts, reducing reporting requirements and supporting them as a critical friend to help them in their mission. CBT could build on its progress during the pandemic in this area by continuing to review and reduce reporting requirements, building closer relationships and more frequent catch-ups with funding partners, expanding its Funder Plus offer and developing more systematic ways to connect grantees with relevant organisations.
23. SafeLives is now, like many other organisations, grappling with how to adapt as lockdown restrictions lift and there is a potential for both online and in-person events and ways of working. CBT could consider exploring how best to support organisations through this next transition period.
24. Lastly, SafeLives highlighted that reaching and supporting particular groups experiencing domestic abuse – such as older people, Black, Asian and minoritised people and LGBTQ+ people – is an ongoing challenge, partly due to under-resourcing of specialist services for these groups. CBT could consider funding specialist organisations in this area, sharing good practice across the sector and facilitating opportunities for organisations to work together to improve their reach.

Jen Durrant

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Committee	Date
Bridge House Estates Grants Committee	30 September 2021
Subject: Bridging Divides Funding Strategy Interim Review – Implementation update	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045</i> Strategy does this proposal aim to support?	1
Which Bridging Divides Funding Strategy priority does proposal aim to support?	Connecting the capital, Reducing inequalities, Positive transitions, Advice and support, Every voice counts.
Does this proposal require extra revenue and/or capital spending?	No
Report of: Managing Director, BHE	For Decision
Report Author: Scott Nixon, Head of Director’s Office, CBT	

SUMMARY

This report provides an update on the 11 recommendations that were approved by the former City Bridge Trust (CBT) Committee in March 2021 following the Interim Bridging Divides Funding Strategy Review carried out from December 2020 to March 2021.

RECOMMENDATIONS

The Committee is recommended, taking its decisions in the best interests of Bridge House Estates (Charity Reg. No. 1035628) to:

- a) Receive and note the report
- b) To recommend to the Bridge House Estates’ Board and Court of Common Council to re-commit to the overarching vision and mission of Bridging Divides 2018-2023 and recommend extending it for a further five years to 2028.

MAIN REPORT

Background

1. In March 2021, the former CBT Committee approved 11 recommendations which sought to enhance the support provided to CBT grantees and develop the Bridging Divides Funding Strategy further. The 11 approved recommendations are in bold below with a progress update provided against each recommendation.

Main Report

Recommendation 1: To re-commit to the overarching vision and mission of Bridging Divides 2018-2023 and recommend extending it for a further five years to 2028.

2. The vision and mission for CBT's Bridging Divides Funding Strategy 2018-2023 is provided at Appendix 1 for reference.
3. The Bridging Divides Funding Strategy 2018-2023 was approved by Court of Common (CoCo) in July 2017. In order to make any further changes approval is required by this Committee, the BHE Board and CoCo.
4. A recommendation to extend the existing vision and mission was submitted and approved by the former CBT committee in March 2021. However, a subsequent recommendation was not submitted to CoCo for final approval because of the impending changes to BHE governance. It is therefore requested that this committee recommend to the BHE Board and CoCo to re-commit to the overarching vision and mission of Bridging Divides 2018-2023 and to extending it for a further five years to 2028.

Recommendation 2a: To continue to fund the small grants programme (including to agree to increase from 3 to 5 years the maximum duration for a small grant and to instruct officers to consider future development plans of the programme)

5. Organisations applying for the Small Grants Programme can now apply for an increased term of five years funding, providing more sustainable support to a part of the sector that was disproportionately affected by the pandemic. Organisations that previously held three years of funding can apply for a further two to continue successful projects. The website has been updated accordingly.
6. The fallow period for rejected Small Grant applications has also been reduced from 12 to 6 months, as a further show of support to the sector. The Trust is planning regular advice sessions for smaller organisations to learn about the Small Grants Programme and ask questions before making an application. In addition to providing support to potential applicants, this will also increase the programme's visibility.

Recommendations 2b and 2c: To continue to fund continuation grants for current funding partners; and the Stepping Stones Programme

7. Applications for CBT continuation funding and Stepping Stones remained open throughout the pandemic. 55 continuation funding applications were submitted to CBT between 1st April 2020 and 15th September 2021 (46 of which were approved, 5 declined and 4 are still pending awaiting decision). 14 Stepping Stones applications were received during the same period with 6 approved, 2 declined and 6 still pending.

Recommendation 2.d: To continue to fund strategic initiatives, including further funding, subject to the usual assessment and due diligence, of the Responding to the Resilience Risk 2, The Cornerstone Fund, Local Motion and London's Giving (ensuring all future strategic initiatives are explicitly anchored in tackling inequality);

8. Funding to Responding to the Resilience Risk 2, and Local Motion were agreed. The Trust's work on strategic initiatives continues (including further consideration of the development of the Cornerstone Fund and London's Giving) and Members have seen some high value examples at recent Bridge House Estates Board. Officers are reviewing the current Strategic Initiative portfolio and procedures to ensure the process is firmly anchored in the vision and mission of Bridging Divides.

Recommendation 2.e: To continue to fund the Funder Plus support through The Bridge and Strive Programmes

9. The Bridge Programme (which seeks to reduce inequality and foster stronger communities by using all of our assets and resources (financial and non-financial) for a London that serves everyone) is still in its second pilot stage and remains under review. Officers from CBT and the Central Grants Unit have been working with the Bridge Programme delivery partners Rocket Science, Cranfield Trust and Locality to ensure that the offer to funded organisations is accessible, functional and supportive. The Bridge Programme received a lot of demand earlier in the year from LCRF beneficiaries, therefore as part of the relaunch of the scheme it will initially be promoted to CBT Funding partners. Once the programme is running successfully the plan is to extend the promotion to beneficiaries of the Central Grants Unit and other CBT programmes.
10. CBT continues to support the Strive Programme offered by Cranfield Trust. STRIVE provides independent, confidential business advice and guidance to City Bridge Trust grant holders whose primary purpose is addressing the issues of poverty, disability or social exclusion. With its services running remotely during lockdown, it has reported an extremely busy year with high demand. CBT is exploring ways to consolidate all funder plus offers as well as 'cold spot' targeting.
11. Work has been done with the Communications Team to ensure that the Funder Plus offer is communicated effectively and that the user experience is improved. Updates have been made to the CBT website to reflect this.

Recommendation 3: To continue and further develop the Greening London Programme, including unpausing applications for eco-audits

12. The eco audit programme was un-paused on 1st July 2021. It was paused in mid-2020 alongside most of your other Bridging Divides funding strands as a result of the Covid 19 pandemic, allowing the Trust to pivot quickly to London Community Response emergency funding. At the time of pausing there were

9 pending eco audit applications which were put on hold (eco audits normally require a site visit which was not practical during lockdown). As Covid restrictions started to ease earlier this year these organisations were asked if they would like to continue with their eco audit application, to date 6 have accepted and are being assessed.

13. Prior to March 2020 your officers had started to look at ways of expanding the eco audit programme. Following increased interest in eco audits and discussions with other funders there was a clear appetite to explore possible funder collaboration not only on the audits but also whether the programme might include capital funding to help implement recommendations. This research slowed during lockdown but is now being explored as part of CBT's Environmentally Responsible Working Group. CBT is commissioning an environmental consultancy to research, develop and implement an ambitious and forward-looking environmental action plan. Environmental responsibility remains one of the Trusts core values and this work is essential in helping it understand how it can use its specific assets to the greatest possible effect in tackling the climate crisis.

Recommendation 4: To continue and further develop the Access Programme, including unpausing access audits.

14. The access audits were re-opened to applications on 1st July 2021 and funding for Capital Grants to make access improvements was re-opened on 13th August 2021.

Recommendation 5: To extend the core costs conversion offer for a further 12 months to 31/3/2022. i.e. the offer to funded organisations to switch their agreed programme funding to core funding.

15. The core cost conversion offer was first launched in June 2020 as part of its response to Covid-19 and as a result of the ongoing impact of the pandemic the former CBT Committee approved an extension to the offer until March 2022.
16. In June 2020 as part of its COVID-19 response, CBT invited 385 holders of Bridging Divides revenue grants and Small Grants to convert a proportion of their current grant funding from specific project funding to core cost funding for up to a year. Approximately 50% of funded organisations who responded to the offer accepted, and 50% declined. Approximately 130 organisations did not respond to the core conversion offer
17. Subsequently, funded organisations were offered a further twelve months of core conversion funding and any possible extension or further development will be considered as part of a wider review of CBT's core funding offer in 2022/2023.

Recommendation 6: In principle, to long-term (up to 10 years) core fund a cohort of London's representative anchor organisations vital to supporting the conditions for a progressive and inclusive London civil society. Also, to

request officers to prepare a short-list of such organisations for consideration (CBT would then work with them to learn how to further improve its own funding approaches, including how best to support localities in response to the ascendance of communities, rise in collaboration, increase in volunteering, role of Place Based Giving Schemes and development of Mutual Aid Groups)

18. The implementation of this recommendation is in development. A long list of London's civil society organisations has been collated, with a view to hosting an initial roundtable to co-design a process for developing the funding further. The aim is to launch the 1st tranche of the programme in Jan 2022 awarding a number of developmental grants before the end of the financial year, and then to recommend further significant grant funding in the next financial year.

Recommendation 7: In principle, a further substantial (multi-million pound) contribution to the London Community Response/Fund (LCR/F) providing flexibility for more crisis response (if needed) as well as embedding this collaborative funding approach to reduce inequality as part of the pan-London recovery

19. Senior officers have been working with a number of LCR contributors, convened by the membership charity London Funders, to explore the next steps for the collaboration beyond the pandemic response phase. A cross-sectoral group including independent funders (both regional and national), public sector funders, corporate funders, and representatives from equity and inclusion groups are undertaking a series of workshops, the next being in October.
20. During this scoping work, the group will align around the principles and primary benefits of the collaboration, the issues and goals, the process and platforms, and develop a shared narrative and compelling case for engagement. This will maximise the potential to leverage additional resource beyond the group and embed lessons from the emergency response. The aim is that a programme of funding which supports long term, systemic collaborative action for recovery in London will be scoped, and officers hope to approach the committee between October and January with more developed plans and to seek approval for funding a funding allocation, potentially at a significant level.

Recommendation 8: To adopt and apply a 'Test and Discover' approach generally; and to use this approach to identify at least one, and no more than three, ambitious outcome(s) with the intention of deploying the Total Assets Approach, committing a long-term multi-million pound investment(s) and working collaboratively and cross-sectorially to leverage CBT's contribution in achieving this outcome(s) for Bridge House Estates.

21. A test and discover style of approach has been adopted during the development of the Anchor Funding Programme. Further work to develop the test and discover approach is planned in 2022/23 and it is anticipated that the intelligence and expertise of key anchor organisations funded by the Anchor

Funding Programme could inform the development of any Test and Discover approach.

Recommendation 9: To the development of an ‘Every Voice Counts’ funding programme – converting this original Bridging Divides 2018-2023 overarching priority area into a specific priority strand to target resources to support the development of voice and leadership in those communities experiencing deep-seated structural inequalities.

22. To be considered as part of a wider review which will develop a funding framework and theory of change. Under the Connecting the Capital priority, CBT does currently have a Voice and Leadership funding strand, which is currently paused but still open to continuation applications. The review will consider whether this should be relaunched as a stand-alone priority funding area, and/or potentially re-named/re-drafted.

Recommendation 10: To further consider to what extent the three pre-pandemic primary funding programmes should be re-described/un-paused (including consideration of relevance; priority; how to ensure any future iteration is more intentionally focused on reducing inequality; the duration and type of any future funding (unrestricted/not); whether there should be a funding ‘boost’ attached to some grants (i.e. an additional funding premium if particular communities/issues are the focus); and to what extent a collaborative funding approach and mechanism can be used - including an analysis of the merits of participatory grant-making and City Bridge Trust partnering with Trusted Intermediary Grant Makers to distribute a proportion of funding.

23. Following approval by the Chair and Deputy Chair by urgency in August 2021, the following CBT funding strands have been un-paused:
- a) Provision of advice and support to disadvantaged individuals (adapted to include fuel poverty and states specifically funding agencies demonstrating inclusion of marginalised communities in design and delivery of services)
 - b) Food poverty (adapted to include provision for culturally specific foods)
 - c) Capital funding for access improvements
 - d) Place-based giving schemes
24. The following funding strand is being reviewed by the Associate Director and Funding Directors, with a view to improving the types of support that can be supported and ensure that applications from a diverse range of potential applicants are encouraged:
- a) Capacity building support for civil society organisations funding strand (informed by learning from The Cornerstone Fund).
25. Other current paused strands listed below will be reviewed alongside the development of a Funding Framework and Theory of Change ensuring they remain relevant and targeted to have the greatest impact and contribution to meeting the CBT vision and mission, whilst responding to the identified needs of Londoners.

- a) Voice & leadership
- b) Growing, greening and environmental projects, with specific reference to the European Regional Working Group (ERWG)
- c) Arts, sports, health and/or well-being projects for deaf and disabled people
- d) Arts, sports, health and/or well-being projects for older people
- e) Specialist support services working with children and young people: affected by domestic abuse; with mental health needs; in care moving into adulthood; who are disabled transitioning into adulthood; who are carers
- f) Support for migrants and refugees to access mainstream services and widen participation in the community in which they live
- g) Specialist support services for deaf and disabled people to increase choice and control in their lives
- h) Specialist support services for older people, including people with dementia, to increase choice and control in their lives
- i) 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

Recommendation 11: To instruct officers, on the basis of the discussions and any recommendations agreed at this committee, to produce a Bridging Divides 2018-2023 Interim Review implementation plan including costings, resource implications, and prioritisation mindful of existing commitments under the current City Bridge Trust Business Plan.

26. Immediate (2021/22) and future (2022/23) work plans are being prepared in the context of the BHE business/budget planning work.

Appendices

Appendix 1: The vision and mission for CBT's Bridging Divides Funding Strategy 2018-2023

Background report:

- Interim Bridging Divides Review Recommendations, March 2021, CBT Committee.

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

Appendix 1:

Vision and Mission: City Bridge Trust Funding Strategy 2018-2023 BRIDGING DIVIDES

We are London's largest independent charitable funder, and our vision is for London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation.

Our mission is to reduce inequality and grow more cohesive communities for a London that serves everyone. We will do this by using all of our knowledge, networks and assets to champion London's biggest asset - its people. The City of London Corporation (CoLC) is our trustee, and supports us to serve Londoners and the communities they are part of. We make connections directly, as well as through civil society, local, regional & national Government, the private sector and the wider funding ecology.

Agenda Item 7

Committee	Date
Bridge House Estates (BHE) Grants Committee	30th September 2021
Subject: Grant Funding Activity: period ended 16 th September 2021	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045</i> Strategy does this proposal aim to support?	1
Which Bridging Divides Funding Strategy priority does proposal aim to support?	Connecting the capital, Reducing inequalities, Positive transitions, Advice and support, Every voice counts.
Does this proposal require extra revenue and/or capital spending?	No
Report of: Managing Director, BHE	For decision

Summary

This report provides you with details of funds approved under delegated authority since the last meeting of the City Bridge Trust (CBT) Committee in March 2021 through to 16th September 2021; any grant variations that have been approved under delegated authority and seeks your approval for 1 grant application above the delegated authority threshold and 4 grant application rejections.

Recommendation

Members are asked to:

- a) Receive this report and note its contents
- b) Approve the grant as recommended in appendix 2
- c) Approve the rejection of 4 grant applications listed in appendix 3

Main Report

Budget and Applications update

1. There have been 87 grants awarded from the main grants programmes since the start of the financial year, with the spend to 16 September 2021 £8.01m. This leaves the remaining budget for 2021/22 at £97.85m, before accounting for amounts approved subject to conditions and therefore not yet committed against the budget (£3m to the Prince's Trust and £25k to St Hilda's East for a capital project). In addition to the grants listed in Appendix 1, 4 applications

were withdrawn during the period to 16 September 2021. A full budget can also be seen at appendix 1.

Grant recommendation to approve over £250k

2. Member approval is requested for 1 Bridging Divides application of over £250k. A copy of the grant assessment report can be found at appendix 2.

Grant Rejections

3. The 4 applications recommended for rejection at this meeting are listed within appendix 3. In each case the “purpose” of the application is that provided by the applicant organisation. The reasons are specified following assessment against the Bridging Divides funding strategy criteria and related Policy Guidance.
4. 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.

Grant Variations:

5. Since the last meeting of the former CBT Committee in March 2021, variations to the grants outlined below have been agreed by the BHE Managing Director, in line with the delegated procedure for the amendment of grants as previously agreed by the former CBT Committee. Details of all variations are provided at appendix 4.

Funds approved or declined under delegated authority

6. The details provided at appendix 5 advises members of funds approved under delegated authority and urgency procedures from 1 April 2021 – 16 September 2021

Appendices:

Appendix 1: Budget and applications update

Appendix 2: Grant recommendation to approve over £250k

Appendix 3: Grant rejections

Appendix 4: Grant variations

Appendix 5: Funds approved or declined under delegated authority under urgency requests (1st April 2021 – 16th September 2021)

Appendix 1:

Budget for main grants programmes and restricted funds to date (21/22 financial year)

	Designated Fund - Bridging Divides, Cornerstone, Bridge Fund	Restricted fund - LCRF	Restricted Fund - TFL funding	Restricted Fund - RRR2
Approved Grants Budget 2021/22	105,899	0	0	0
Add non-grant spend budget 2021/22	371	0	0	0
Add restricted funds brought forward	0	3,277	200	190
TOTAL	106,270	3,277	200	190
Commitments under delegated authority	(5,015)	(2,927)	0	0
Commitments approved by the Board/under Urgency	(3,225)	0	0	0
<i>Number of grants awarded</i>	87	76	0	0
Write backs, variations & revocations	284	17	0	0
<i>Number of grants</i>	4	1	0	0
Stepping Stones loan awarded under Bridging Divides	(50)	0	0	0
Staff costs related to grants included in £200m allocation & budget	0	0	0	0
Other costs related to grant making	(44)	(135)	0	0
TOTAL SPEND TO DATE	(8,050)	(3,045)	0	0
Budget available to Committee 16/09/21	98,220	232	200	190
<i>Grants awarded but not yet recognised- subject to conditions being met</i>	(25)	0	0	0
Remaining budget available to Committee 16/09/21	98,195	232	200	190

Notes

1. The total Grant designated funds held at year end 31 March 2021 were £206.9m, as per the unaudited financial statements. After excluding amounts already earmarked for projects or otherwise set aside, £205.8m was available to Committee at the start of the year. Therefore as at 16 September 2021 designated funds available including spend to date, amounts earmarked, and conditional grants awarded but not yet committed were £194.7m.

2. A grant of £3m to the Prince's Trust was approved in March 2021 subject to conditions being met. Conditions have not yet been met, and therefore the commitment has not yet been recognised. If met, the commitment will be made from its own budget and will therefore have no impact on the budgets set out above.

Appendix 2:

MEETING: 14/07/2021

Ref: 18850

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Habinteg Housing Association Ltd

Adv: Ciaran Rafferty

Base: City

Amount requested: £373,252

Benefit: London-wide

Amount recommended: £370,000

The Applicant

This application is from the Centre for Accessible Environments (CAE) which is a trading arm of Habinteg Housing Association Ltd (HHA), a charitable registered society under the Co-operative and Community Benefit Societies Act 2014. Habinteg is governed by a Management Board, regulated by the Regulator of Social Housing and monitored by the Financial Conduct Authority. CAE should be well known to those of you who served on the CBT Grants Committee as, for many years, they have provided the Access Advisory Service to those organisations wishing to apply to the Trust for access-related capital works. CAE also provides specialist training programmes, consultancy and advice to the public and charitable sector, pan-London, and currently is part of your *Bridge to Work* programme. CAE was originally an independent charity but became part of Habinteg in 2012 as that arrangement provided more financial security, connection, and sustainability.

The Application

This application is to enable CAE to continue its work in ensuring that London community sector is as accessible as possible through providing expert training, advice and support to organisations. The organisation aims: to support 30 organisations per year to apply for access audit or capital grants to make their buildings and services accessible; to provide training for 70 people per year to help their organisations be more inclusive; and to offer daily expert advice by conducting site-visits, one to one meetings and a phone service and newsletter for London based not- for-profits organisations. This includes guidance on inclusive design and the Equality Act, CBT access grant applications, access audits and help planning long and short term access solutions.

Funding History

ID	Type	Meeting Date	Decision
18492	LCR W5 Aligned	25/03/2021	£50,000 over 12 months towards the costs of core training programmes; upskill training and 'Wayfinding and External Environments' training for disabled people in London, and training for London local

ID	Type	Meeting Date	Decision
			authorities and access panels on accessibility of shared spaces.
15859	Anniversary employability programme	30/01/2020	£332,000 over three years (£121,000; £105,000; £106,000) for the costs of a programme to train, mentor and support disabled young Londoners to develop a career in inclusive design related work.
13494	Strategic Initiatives	14/07/2016	£311,000 over five years (£61,000; £61,000; £62,000; £63,000; £64,000) towards the salary and associated running costs of the Access and Sustainability Advisory Service.
11741	Strategic Initiatives	18/04/2013	Access and Sustainability Advisory Service
10827	Strategic Initiatives	07/09/2011	Centre for Accessible Environments: Access and Sustainability Advisory Service

Background and detail of proposal

Since the Trust was established in 1995 funding support for disabled people has been a core focus of its work. This has been through providing revenue grants to organisations and through capital funding to make community buildings more accessible. Underpinning the ethos of “Nothing about us without us” you award capital grants for access only if the organisation’s plans have been subject to an independent access audit (to ensure the best possible work will be done). For many years CAE has been the mechanism for promoting the Trust’s work in this area and for providing expert advice and support to organisations wishing to undertake improvements to buildings and services as the Trust itself does not have the capacity or expertise to do this directly.

In the period April 2016 – March 2021 the Trust awarded c.80 capital/access related grants (totalling c.£3.5m in value), which illustrates the importance of this programme. CAE conducted a survey at the end of 2020 which looked at the barriers London charities faced when making access improvements. 50% of the respondents said that accessibility to their building is poor currently and the most common barriers were step free access, lack of hearing loops and narrow doors and corridors. There is a clear need for training and expert advice as well as the grants to help support organisations through the process.

Financial Information

CAE is part of a major housing association with annual income of £23m on average. The 2020 accounts reflect negative free unrestricted reserves. However, this does not present a cause for concern as the organisation also held £3.4m in cash. The unrestricted reserves held at 31st March 2020 are underpinned by the value of the housing assets (c.£200m). Reserves held are sufficient to ensure the long-term sustainability of the organisation. They do not state their reserves policy in terms of a fixed target sum but carry “general reserves” which are for the supply and maintenance of its properties and which currently equate to c.£17,000 per property.

It is important to note that, as a housing association, the organisation cannot access these reserves for non-social housing activity else it would breach the regulatory requirement – hence it is not appropriate for it to make any financial contribution to this proposal.

Year end as at 31 March	2020	2021	2022
	Signed Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	25,223,000	22,492,145	24,006,795
- % of Income confirmed as at	N/A	100%	97%
Expenditure	(19,455,000)	(18,434,980)	(20,171,056)
Total surplus/(deficit)	5,768,000	4,149,165	3,835,739
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	5,768,000	4,149,165	3,835,739
		4,149,615	3,835,739
Operating Expenditure	19,455,000	18,388,980	19,445,056
Free unrestricted reserves:			
Free unrestricted reserves held at year end	(4,554,000)	(404,835)	3,430,904
No of months of operating expenditure	-2.8	-0.3	2.1

The Recommendation

In your array of “Funder Plus”/Non-Financial Support to London’s community sector, that provided by the Centre for Accessible Environments over the past 15 years has been consistently important, relevant and of the highest quality. Your reputation as a supporter of inclusion for disabled people (and much of the work also benefits non-disabled people) has been derived from projects such as this – ensuring that the greatest impact can be achieved with the funds you award.

The funding requested is for the salary of a full-time Access Advisor plus other related costs on a full-cost-recovery basis in recognition that this should be deemed as a “stand-alone” project within Habinteg Housing. (As Habinteg/CAE is providing this service for the Trust it is not reasonable to expect them to make a contribution to the cost of it.) Costs requested include funding to provide free or low-cost training to community sector organisations and with BSL interpretation provide where necessary for example. This explains why the annual sum recommended is higher than your typical award but is nonetheless reasonable for the work supported. A grant is recommended:

£370,000 over 5 years (£70,000; £72,000; £74,000; £76,000; £78,000) for the salary costs of a f/t Access Advisor plus related costs of providing the Access Advisory Service for London.

Appendix 3: Grant rejections

Grants Recommended for Rejection

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
<u>Bridging Divides</u>							
<u>Connecting the Capital</u>							
July 2021	18885	The Parochial Church Council of The Ecclesiastical Parish of St Andrew by the Wardrobe, London	To identify how best to improve external access to and within the main historic spaces of St Andrew's, including providing accessible WC facilities.	Your officer does not believe there is sufficient community engagement that takes place at the Church to warrant a grant recommendation.	£4,602	Caspar Cech-Lucas	City
<i>Total Connecting the Capital (1 item)</i>					£4,602		
<u>Positive Transitions</u>							
July 2021	18882	Dementia Concern	One Full-Time Community Support Worker will provide support to people living alone with dementia in Ealing to maintain their independence, connections and service area.	The charity holds very low free reserves and has a pattern of overspending in recent years which is of concern.	£64,130	Clara Espinosa	Ealing
August 2021	18904	Purley Islamic Community Centre	install a lift for the disabled and elderly, and have disabled friendly toilets, and entrance and exits	The application is for access-related works £90,000 but for a new-build so is ineligible. No evidence of an independent access audit/appraisal having been done and the organisation has only 2 trustees.		Ciaran Rafferty	Croydon

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
<i>Total Positive Transitions (2 items)</i>					£154,130		
<u>Stepping Stones</u>							
<u>Stepping Stones</u>							
August 2021	18895	The Sapphire Community Group	Expansion of our Sapphire Employability Academy supporting BAME Young people in London into employment Post COVID-19	The grant activities requested do not match the purpose of the Stepping Stones fund.	£30,000	Hannah Davey	Islington
<i>Total Stepping Stones (1 item)</i>					£30,000		
Grand Totals (4 items)					£188,732		

Appendix 4: Grant variations

Southside Partnership (Certitude)

1. On 26/09/2019 a grant of £94,000 was awarded to Southside Partnership (Certitude) towards their Opening Doors project. The organisation paused the project due to Covid-19 with the hope of re-opening in October 2019 however despite best efforts the organisation felt like it wouldn't be able to deliver the quality of project that the service users would benefit from.
2. The pause resulted in an underspend of £29,460 for the first year of the grant and the organisation submitted a proposal, which your officer agreed, for an alternative use of the underspend. It requested that CBT funding be used to support an extension of its Gate project, based in Hammersmith. The Gate is an arts and resource centre in London, which enables people with learning disabilities to express themselves creatively. The project will be called "Outside Looking In" and will give voice to the frustration, anger, confusion, isolation among other feelings of people with learning disabilities and their experience of Covid, through the mediums of art, music, theatre etc. Your officer was assured through the organisation's grant monitoring that the grant is being delivered to satisfactory standards.

Living Streets (The Pedestrians Association)

3. On 26/09/2019 a grant of £135,250.00 was awarded to Living Streets (The Pedestrians Association) for the full-time Project Coordinator and running costs for Living Street's work to address barriers to walking for older people in Redbridge, Havering, Barking & Dagenham. A different staffing structure was proposed by the grantee in the initial application and the organisation has been using the funding towards the part-time salary of a Project Coordinator as well as part-funding the London Manager and Regional Director South. The purpose of the variation is to inform Committee that CBT will be funding three part-time posts instead of one full-time post. Your officer was assured through the organisation's grant monitoring that the grant is being delivered to satisfactory standards.

Centre for Mental Health

4. On 11/05/2017 a grant of £1,241,568 was awarded to Centre for Mental Health as part of the Bridge to Work programme. Following sizable underspends in years one and two of the grant and a sum being revoked as a result, the organisation reported a further underspend at the end of the third year of £67,339. They submitted a proposal for use of this underspend, which was refused by the Trust on 15/05/20. Therefore, the sum of £67,339 was returned.
5. A further underspend of £48,728 was reported in the year one monitoring report, followed by a further underspend of £41,681 being reported in the year two monitoring report. It was agreed, at the point of signing off the year two monitoring report, that expenditure of £30,904 from the accumulated underspends could go ahead as part of the project. The remaining £59,504 was deducted from the year three payments that had been scheduled for this grant.

Leonard Cheshire Disability

6. On 11/05/2017 a grant of £385,000 over three years was awarded to Leonard Cheshire Disability as part of the Bridge to Work programme. The grant comprised a pot of £350,000 to offer bursaries for SMEs to accommodate young disabled people on paid work experience, plus £35,000 for the operational costs of the scheme. Overall, the scheme had mixed success – those that did secure placements found them very valuable and helpful in their seeking long-term employment – but the difficulty was always in getting SMEs to take part. As a result, whilst the operating costs were met in full, there was an unused balance on the bursaries pot of £191,354. This sum can be used to meet the costs of other projects within the Bridge to Work programme (specifically towards the work approved by the Centre for Accessible Environments – ref 15859).

Stratford Arts Trust

7. On 25/03/2021 a grant of £48,250 over 12 months was awarded to Stratford Arts Trust (SAT) under the London Community Response Wave 5 Aligned fund, for core costs including contributions to the Engagement Co-ordinator, Development Manager and Interim CEO post salaries. At the time of assessment, the organisation was at a transitional stage having lost its Stratford Circus venue leased from the London Borough of Newham local authority in October 2020, in favour of a new 'Youth Zone' tenant. In regular contact with main funder Arts Council England (ACE), SAT was working on a new business plan based on delivering its arts provision in the community, without a fixed venue. This was presented to ACE in June 2021 as part of annual monitoring requirements and was reviewed and unanimously rejected by its Executive Board. ACE then confirmed the withdrawal of the remainder of its 2018-22 National Portfolio Organisation (NPO) funding due to the sharp departure from the original venue-based business plan and funding agreement which formed the basis of this core funding.
8. After exploring the option to continue operating without NPO funding, despite being in a healthy financial state, SAT's trustee board opted for a planned winding up of the organisation in November 2021 and to focus on transferring assets and the responsibility of its key programmes to local organisations who could continue their delivery. As such, the LCR Wave 5 funding will continue to benefit the organisation until the organisation's closure on 30 November 2021. The pro-rated grant value of the remainder of the project from 1 December 2021 to 31 March 2022 is equal to £16,080 and will be returned to the Bridging Divides grants budget for spend on other projects.

Appendix 5: Funds approved or declined under delegated authority or under urgency (1st April 2021 – 16th September 2021)

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

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
18618	Access All Areas	25/08/2021	£58,400 over a further and final two years (2 x £29,200) towards AAA's costs associated with the Take Part programme, including contributions to the salaries of the Take Part Director, Co-ordinator, Workshop Facilitators, and space hire.	£58,400
17978	Action Disability Kensington & Chelsea	03/09/2021	£123,400 over a further and final two years (£60,800; £62,600) towards a FTE Co-ordinator, part time advice and information officer and associated running costs including accessibility costs, training, information production, room hire and core running costs.	£123,400
17735	Advice Support Knowledge Information	27/05/2021	£25,000 over two further and final years (2x £12,500) towards the weekly costs of therapeutic dance classes working with older people 75+ living with Dementia; and their Carers.	£25,000
18505	Advice for Renters	13/05/2021	£49,900 for two further and final years (£24,600; £25,300) to meet the salary of a Housing Advisor and a contribution to core costs.	£49,900
15944	Age UK Lambeth	06/09/2021	£240,000 over 5 years (£47,100; £47,500; £47,700; £48,400; £49,300) towards the salary of a f/t Programme Manager and associated costs to deliver MYsocial to older people in Lambeth.	£240,000
18477	Age UK Bexley	15/04/2021	£82,781 over two further and final years (£40,960 and £41,821) for the salary of a f/t Project Worker plus project and management contributions for the Men in Sheds project.	£82,781
16567	Age UK East London	03/09/2021	£139,000 over three years (£36,000; £46,000; £57,000) towards a Newham Advice and Information Officer (28hpw), associated management and support staff costs, and associated project costs.	£139,000

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
17074	All Hallows Bow	15/09/2021	£106,000 for a further and final two years (£52,700; £53,300) towards the salary costs of the Project Manager /Tutor (2 days per week); ESOL teacher (2.5 days per week); business support (0.5 days per week); and associated running costs.	£106,000
15707	Anti-Tribalism Movement	27/05/2021	£3,458 to meet the costs of an independent access audit for the ATM building.	£3,458
17442	Back Up	15/04/2021	£239,500 over 5 years (£42,100; £47,900; £49,500; £50,000; £50,000) towards, project costs and overheads to support Londoners with a spinal cord injury to live independent lives.	£239,500
18832	Bangladesh Youth Movement (BYM)	27/07/2021	£50,700 over two further and final years (£25,070; £25,630) towards the salary and on-costs of a PT Senior Advice Worker (16dpw); associated costs of the Managing Your Money service; and a contribution to BYM's overheads.	£50,700
18828	Baobab Centre for young survivors in exile	15/09/2021	£90,000 over two further and final years (2 x £45,000) to contribute to the core costs of the organisation.	£90,000
18845	BeyondAutism	25/08/2021	£50,000 to recruit a Fast Responder and cover associated on-costs, line management and administration, to pilot the outcome of the intervention, and if successful to raise further social investment.	£50,000
15875	BlindAid	27/07/2021	£81,300 over three years (3 x £27,100) towards the costs associated with BA's Community Projects for blind and partially sighted people in London, including tutors' fees, project management costs, and materials.	£81,300

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
18473	Bromley by Bow Centre	27/05/2021	£46,000 over one further and final year towards the costs of three staff salaries – a Housing Advisor (3 days a week), a Housing Case Worker (2 days a week), a Project Manager (0.5 days a week); and project overheads, to deliver the Private Renters' Project, an integrated housing advice service, for communities in Tower Hamlets.	£46,000
16024	Carers Trust	10/09/2021	£2,200 (5.5 days) to provide an eco-audit	£2,200
16112	Caritas Anchor House	15/04/2021	£150,000 over three years (3 x £50,000) towards the full-time salary of the Mental Health Lead and development of the organisation's trauma informed approach.	£150,000
18841	Catch22	03/09/2021	£108,960 over two years (£52,230; £56,730) for a 0.8fte equivalent Specialist Advice Worker post (£67,276 over two years), programme running costs and evaluation costs, as well as a contribution to organisational running costs.	£108,960
18573	Centre For The Acceleration Of Social Technology	15/03/2021	£10,000 over 2 years (2 x £5,000) towards the next phase of development of Grant Advisor UK. The grant to be released when sufficient funds are raised to make the project viable.	£10,000
18876	Centre For The Acceleration Of Social Technology	23/07/2021	£50,000 over three months, towards core costs, enabling the continuation of the work of Catalyst.	£50,000
16059	Changing Faces	30/04/2021	£130,000 over three years (£46,300; £42,700; £41,000). £93,000 of which is allocated to staffing costs with the remainder budgeted to volunteer costs, venue hire and accreditation costs. Release of funding in years 2 and 3 is conditional upon the organisation presenting a satisfactory reserves strategy.	£130,000

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
18913	Charity Tax Group	01/09/2021	£50,000 towards core and related costs to enable CTG to engage, support and represent up to 300 additional charitable organisations in London on fiscal and tax matters.	£50,000
18200	Chelsea Physic Garden	14/05/2021	£45,000 over a further and final 18 months (£29,500; £15,500) for the salary of the Learning and Engagement Officer to develop onsite and offsite community outreach, engagement and learning.	£45,000
15761	Child Poverty Action Group	27/05/2021	£2,600 (6.5 days) to provide an Eco audit	£2,600
18884	City Harvest	10/09/2021	£74,154 over two years (£36,529; £37,625) for a full time Food Rescue Warehouse Manager.	£74,154
18196	CoDa Dance Company	18/05/2021	£19,200 over 2 years (2 x £9,600) to continue to deliver dance and movement workshops to support Londoners living with neurological conditions in order to improve their health and wellbeing	£19,200
18476	CARAS	08/04/2021	£56,505 over 2 further and final years (£28,124; £28,381) towards the salary costs of the part time Project Coordinator and associated running costs of the ESOL programme. Release of the grant is conditional on receipt of an updated safeguarding policy.	£56,505
18878	Cranfield Trust	23/07/2021	£75,000 to Cranfield Trust towards continuing the Triage and Connect element of the Bridge Programme to support the delivery of the next phase of the programme.	£75,000
18051	Disability Sports Coach	15/04/2021	£101,000 over two further and final years (£50,000; £51,000) towards the Project Officer, sessional coaches, running costs and overheads for 5 Disability Sports Clubs across London	£101,000
18891	Disablement Association of Barking & Dagenham (DABD)	02/09/2021	£3,126 for the costs of an independent access audit.	£3,126

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
18556	The Dot Collective	30/09/2021	£18,000 over two years (2 x £9,000) towards the project costs of 'A Map to You' providing creative, reminiscence, storytelling activities and professional theatre to those living with dementia and their carers in Southwark and Lambeth.	£18,000
18834	Down's Syndrome Association	27/07/2021	£54,200 over two further and final years (£26,900, £27,300) towards the salaries of the DSActive Sports Officer; DSEngage Officer; and Project Manager as well as associated sport taster day costs and DSEngage project costs in London. Funding is not to be used towards the launch of new clubs nor for the benefit of non-Londoners.	£54,200
18050	Drunken Chorus	27/05/2021	£28,000 over three years (£10,000; £9,500; £8,500) towards core costs to increase and develop creative activities programme and annual festival for disabled Londoners.	£28,000
18020	Ealing Mencap	24/06/2021	£51,500 over two further and final years (2 x £25,750) towards the salary of a part-time (21 hours per week) Transport and Travel Advice Caseworker and associated project costs.	£51,500
15667	Elfrida Rathbone Camden	20/05/2021	£234,500 over 5 years (£47,200; £46,300; £46,600 £47,000 £47,400) towards the salary of a 0.8 Social Action Co-ordinator and associated costs to deliver the Young People for Inclusion project.	£234,500
18833	Equalities Work	14/09/2021	£30,000 over three years (3 x £10,000) to develop 'In the Mix' a new access initiative for disabled artists living in London.	£30,000
18902	Esmee Fairbairn Foundation	22/07/2021	Funding towards a place-led funding collaboration, working to tackle the causes of deep-rooted structural injustices facing people in towns and cities across the UK by exploring place-based change and ceding power to communities.	£485,000

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
18011	Eye Music Trust	14/05/2021	£66,500 over two further and final years (2 x £33,250) towards sessional staff, workshops, running costs and legacy training for the delivery of a mobile 'Colourscape' in SEN schools across London.	£66,500
16063	Family Based Solutions	12/07/2021	£81,200 over two further and final years (£36,000; £45,200) towards the salary of a f/t Under 10's Children's DART Family Support Worker and associated project costs.	£81,200
16569	Forest Farm Peace Garden	25/08/2021	£85,000 over three years (£17,500; £33,500; £34,000) towards the salaries of the Project Manager and Ecotherapy Worker, and a contribution to overheads, in support of the organisation's ecotherapy programme.	£85,000
18197	Forest Gate Community Garden	08/04/2021	£30,000 over three years (£9,500; £10,000; £10,500) towards the salary of 2 part-time staff, an Engagement and Outreach Co-ordinator and Lead Gardener to continue and develop a range of social and educational gardening activities for 50 weeks per annum.	£30,000
17990	Gendered Intelligence	14/09/2021	£92,000 over two further and final years (2 x £46,000) for the FT salary of the Volunteering Project Coordinator and associated project costs.	£92,000
18857	Greater London Volunteering	10/06/2021	£15,000 - payable to London Plus - to match fund the GLA contribution to the Festival of Ideas Access Grants programme.	£15,000
18758	Greater London Volunteering	14/07/2021	£500,000 over three years (£200,000; £175,000; £125,000) towards salaries and running costs supporting the continued development and work of London Plus, through the legal entity of Greater London Volunteering.	£500,000
16050	Green Street Green Association	14/05/2021	£2,000 (5 days) to provide an eco-audit	£2,000

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
18009	Heart n Soul	08/04/2021	£60,000 over two further and final years (2 x £30,000) to continue delivery of the Expandable project, including a contribution to the Project Manager (3hpw) and Project Assistant's (12 hpw) salaries. Release of the grant following its first two instalments is conditional upon the organisation putting in place more suitable payment authorisation procedures.	£60,000
17992	High Trees Community Development Trust	02/08/2021	£85,000 over two further and final years (£42,200; £42,800) towards the cost of a Project Coordinator (2 dpw); Lead ESOL Tutor (10 hpw); Support ESOL Tutor (6 hpw); and associated project costs.	£85,000
16941	Holy Trinity English Classes	15/09/2021	£1,720 for over two years (2 x £860) towards the salaries of sessional qualified ESOL tutors for the Holy Trinity English Classes, with the release of funds for the second year of funding conditional on the organisation producing SORP-compliant accounts.	£1,720
16057	THE HOXTON TRUST	09/06/2021	£73,000 over three years (£11,500; £30,500; £31,000) towards the salaries and on-costs of two part-time legal advisers providing free advice.	£73,000
18475	Irish Chaplaincy	29/04/2021	£74,000 over two further and final years (£37,000, £37,000) towards the full-time salary of a Pastoral Outreach Worker and associated project costs (such as phone and IT, volunteer expenses and social events) to maintain and further expand the organisation's work with older Irish people in London and build on existing partnership working.	£74,000
18785	KEEN London	23/07/2021	£80,000 over two further and final years (£40,000 x 2) towards the salary and on-costs of the full-time Head of Services.	£80,000
18198	Let's Go Outside and Learn CIC	08/04/2021	£29,820 over three years (3 x £9,940) towards the cost of an intergenerational gardening project in partnership with Embracing Age, working with local care homes and schools.	£29,820

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
18877	Locality	23/07/2021	£75,000 for the Connect element of the Bridge Programme to fund providers and support the delivery of the next phase of the programme.	£75,000
17993	Museum of Brands	13/05/2021	£120,000 over three further and final years (3 x£40,000) towards the cost of a Community Development Officer and project costs of Brand Memories. Release of the grant each year is conditional upon receipt of an up to date cashflow showing adequate expected funds to cover planned expenditure.	£120,000
15980	One Place East	25/08/2021	£55,140 over two further and final years (£27,160; £27,980) towards the costs associated with OPE's dementia befriending service, specifically for the salaries of a part time Project Manager (21hrs pw) and Project Support Officer (14hrs pw), and no other associated costs. Reduced figures reflect the actual salary spend reported in OPE's final monitoring and evaluation report for the previous grant for the same project.	£55,140
18887	OrganicLea CIC	23/08/2021	£5,000 to meet the costs of an independent access audit for the design appraisal for new buildings and refurbishment at two market garden sites.	£5,000
18831	Partnership for Young London	13/05/2021	£26,500 over one year for the salary costs of PYL staff engaging with the Pan London COVID19 Response and Recovery work.	£26,500
18199	Phoenix Rising	09/06/2021	£30,000 over three years (3 x £10,000) to meet the costs of an environmental programme to engage and encourage local adults and young people to play an active role in caring for their local waterways and opportunities for conservation volunteering.	£30,000
18848	Positive East	15/09/2021	£77,300 over two further and final years (£38,100; £39,200) towards the full-time post of an Advice Service Worker.	£77,300

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
18886	Pro Bono Economics	14/09/2021	£100,000 over two further and final years (£50,000, £50,000) towards associated project costs to support charitable organisations providing services for Londoners.	£100,000
18615	Queens Crescent Community Association (QCCA)	26/07/2021	£109,000 over two further and final years (£42,000; £67,000) towards the Forever Young programme for older people, specifically a Project Coordinator (3 dpw in the first year and 35 hpw in the second); IAG worker (3 hpw in the first year only); and associated running costs of the Forever Young programme for older people.	£109,000
18892	Redbridge Citizens Advice Bureau	10/09/2021	£97,500 over two further and final years (£48,500; £49,000) for the GP Outreach Project Coordinator's (35 hpw) salary and project costs associated with the GP Outreach Project.	£97,500
18474	Refugee Action Kingston	09/06/2021	£98,100 over two further and final years (£50,300; £47,800) for the salaries and running costs of a blended programme of in-person and online ESOL classes for pre-entry to entry-level 3 to empower refugees and their families to become more independent and integrated within the local community. £58,000 (£29,000; £29,000) is allocated across two staff positions - an ESOL Manager (0.6 FTE) and an ESOL Coordinator (0.4FTE). The remaining budget is for overheads and project related costs such as travel, venue hire and interpretation costs.	£98,100
18747	Release Legal Emergency and Drugs Service Ltd	07/09/2021	£95,800 over two further and final years (£47,200; £48,600) for the salary of a full-time Solicitor, NI, Pension and on-costs.	£95,800
18478	Shadwell Community Project	25/08/2021	£26,340 over three years (3 x £8,780) to develop a food growing programme, specifically towards the salary of a gardener to run sessions, staff costs, a cook, and associated project costs.	£26,340

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
15990	South West London Law Centres	26/07/2021	£104,000 over two further and final years (£51,500, £52,500) towards a full-time Client Services Support Worker and associated project costs.	£104,000
18620	Spitalfields Crypt Trust	27/07/2021	£92,000 over two further and final years (£45,000; £47,000) for the salary of a full time Addiction Counsellor (35 hpw) and associated costs.	£92,000
18464	St Hilda's East	14/06/2021	£50,000 to St Hilda's East towards its plans to develop an income generating community centre. The first £25,000 of the award to cover costs for external consultancy to analyse project viability and to enable the organisation to apply for social investment. The remaining £25,000 towards roof repairs and subject to sight of satisfactory development plans, with funds released against proforma invoices for the cost of works.	£50,000
18827	Stories & Supper	23/08/2021	£28,710 over 3 years (3 x 9,570) to meet the costs of developing a horticultural programme, working with refugees/asylum seekers to reduce isolation and improve health and wellbeing.	£28,710
18435	Streatham Common Community Garden	20/04/2021	£17,300 over two years (£10,000; £7,300) for the salary of a part-time Sunday Community Gardener (1dpw) and associated project costs to deliver an additional programme of structured learning opportunities through community gardening volunteer sessions and workshops.	£17,300
18438	Waltham Forest Churches Night Shelter Ltd (WFCNS)	06/05/2021	£38,300 for additional staff time from the CEO and premises manager to produce a 5-year business plan, analyse financial implication of move-on accommodation property and create an environmental policy to then apply for social investment.	£38,300

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
18555	Women for Refugee Women	18/05/2021	£60,000 over two further and final years (2 x £30,000) towards the salaries of the Grassroots Manager (equivalent of 1.5 dpw) and Grassroots Intern (equivalent of 1.5 dpw), and associated project costs of the term-time ESOL classes in London.	£60,000
Grand Totals				£5,745,614 ¹

1 Note that this amount does not match the total included in appendix 1 as it does not include:

- Amounts approved by the BHE Board on 15/9/21 (£2.24m, 3 grants);
- Amounts approved under delegated authority for Cornerstone (£279k, 12 grants);
- One £50k Stepping Stones loan (social investment) which is given from Bridging Divides budget; and
- excludes LCRF.

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Committee:	Date:
Bridge House Estates (BHE) Grants Committee	30 September 2021
Subject: Budget monitoring report for City Bridge Trust (CBT): period ended 31 August 2021.	Public
Report of: The Managing Director, Bridge House Estates Head of Charity & Social Investment Finance	For Information
Authors: Nathan Omane, Finance Manager (Charities) Dinah Cox, Associate Director, City Bridge Trust (CBT)	

Summary

To support the BHE Grants Committee in the discharge of its budget monitoring oversight responsibilities for City Bridge Trust (CBT), this report provides a financial update for the period ended 31 August 2021. The report also provides an updated forecast outturn for the financial year ending 31 March 2022.

CBT's original budget is £109.55m, made up of an allocation of £106.27m to the grants programme and £3.28m (net of income) to operational costs (split across local risk, central risk and recharge budget lines). The updated forecast as at 31 August 2021 is £113.221m; £3.67m above the original budget. This is driven by London Community Response Fund (LCRF) commitments funded from the BHE restricted fund held as at the year-end.

At the end of August 2021, there is an underspend to the budget of £34.107m. This underspend is as a result of a pause on grants commitments in regular reactive programmes and the additional uplift in grant budget allocation yet to be committed. There were also some underspends in Professional Fees and Services.

Recommendation

- a) That the report be noted.

Main Report

Background

1. This is the first CBT budget monitoring report to the BHE Grants Committee. Equivalent reports were regularly reviewed by the former CBT Committee. The CBT Committee, following review, recommended the 2021/22 budget to Finance Committee and Court of Common Council for approval in February 2021 and March 2021, respectively.
2. This report provides an update of the approved budget position. It is intended to provide context to Members of the Grants Committee in your discharge of your oversight responsibilities and challenge of budgets held by CBT. It is

proposed that budget monitoring reports will be presented regularly to this Committee.

3. As Members may be aware, BHE holds a grant-making designated fund which represents surplus income (i.e. income not required by BHE's primary object, the bridges, and reasonable reserves) set aside for funding grant-making activities in the name of CBT (BHE's ancillary object). The March 2020 Court of Common Council agreed an additional allocation of £200m to the grant-making designated fund for support of both grant commitments and associated operational spend under CBT's funding strategy, Bridging Divides.
4. CBT's 2021/22 budget included £75m of the additional £200m allocation. Of the £75m, £30m was allocated to be spent in the first five months of the year. Grants are yet to be committed from this £30m as a result of the impact of Covid-19 and the interim review of Bridging Divides.
5. Table 1 below provides an overview of CBT's financial results as at the end of August 2021 and a forecast position for the 2021/22 financial year as compared to the annual budget.

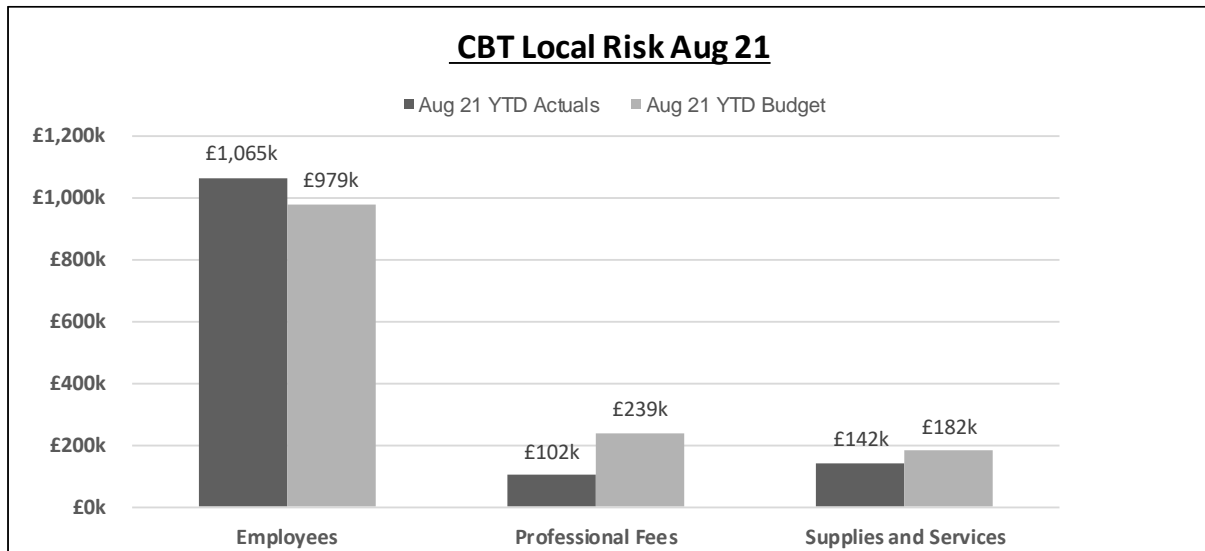
Table 1: CBT Actual Spend v Budget

	Year to Date 31 Aug 2021				Annual - 2021/22			
	Actual	Budget	Variance	Variance %	Forecast Outturn	Budget	Variance	Variance %
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Local Risk								
Employees	(1,065)	(979)	(86)	(9)	(2,746)	(2,555)	(191)	(7)
Professional Fees	(102)	(239)	137	57	(847)	(847)	-	-
Supplies and Services	(142)	(182)	40	22	(321)	(321)	-	-
Total Expenditure	(1,309)	(1,400)	91	7	(3,914)	(3,723)	(191)	(5)
Income	15	12	3	(25)	179	179	-	-
Total Local Risk	(1,294)	(1,388)	94	7	(3,735)	(3,544)	(191)	(5)
Central Risk								
Grants (includes non-grant expenditure)	(7,013)	(41,021)	34,008	83	(109,664)	(106,270)	(3,394)	(3)
Depreciation	(10)	(10)	-	-	(23)	(23)	-	-
Social Investment Income	121	116	5	(5)	227	250	(23)	9
Grants Income	-	-	-	-	137	200	(63)	31
Total Central Risk	(6,902)	(40,915)	34,013	83	(109,323)	(105,843)	(3,480)	(3)
Recharges	(68)	(68)	-	-	(163)	(163)	-	-
Total Net Expenditure	(8,264)	(42,371)	34,107	80	(113,221)	(109,550)	(3,671)	(3)

Analysis of Table 1

Local Risk

The graph 'CBT Local Risk Aug 21' shown below, compares the year-to-date (YTD) spend and budget for Local Risk.



Employee Costs

6. During the first five months of this financial year, the CBT team experienced changes with some long-serving employees either retiring or taking flexible retirement. There have also been additions to the team to cover for employees on maternity leave.
7. As at 31 August 2021, there was an overspend of £86k in employee costs. This is attributed to recharges for employees on the London Community Response Fund (LCRF) programme. Likewise, the full year forecast of £191k above budget arises from recharges for employees on the LCRF programme and will be funded from the balance on LCRF carried over from March 2021 in the BHE restricted fund.

Professional Fees

8. Professional fees underspend as at 31 August 2021 is £137k. The element of the consultancy budget earmarked to support the administration of the additional uplift in grant spend is yet to be incurred, with consideration of new activities currently underway.

9. Advisory fees relating to the Social Investment Fund are yet to be incurred as new social investment considerations were put on hold pending completion of work on the Supplemental Royal Charter and subsequent agreement of any new focus areas.

Supplies and Services

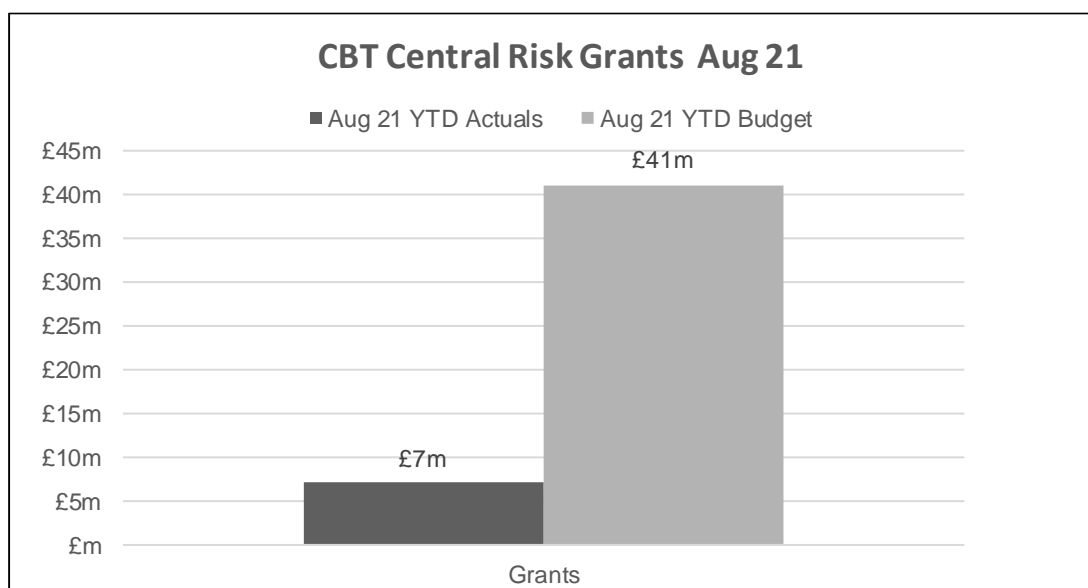
10. Supplies and Services underspend to date of £40k was driven by a prolonged tender process for the new website, a pause on events previously planned for grantees due to remote working and reconsideration of the Philanthropy House project due to the impacts of the pandemic.

Income

11. The original management and administration contract with Wembley National Stadium Trust (WNST) allowed for the full-time secondment of one senior staff member plus other full cost recovery. During the pandemic, and WNST operating in much reduced circumstances, the terms of the contract have been amended by mutual agreement. The secondment has been for 1.5 days per week since May 2020 with the balance of 3.5 days per week being used by CBT to support the LCRF and more recently, to enhance CBT's in-house senior management capacity. This has been further amended to an equal split from October 2021, to help support WNST's move back into a greater level of post-pandemic activity.
12. Income of £15k relates to the WNST contract for the five months to 31st of August 2021.
13. Full year income of £179k includes the expected recharge due to CBT for the support provided to the Central Grants Unit.

Central Risk

The graph 'CBT Central Risk Grants Aug 21' shown below compares the year-to-date (YTD) commitment and latest approved budget for Grants.



Grants

14. Grant commitments for the five months ended 31 August 2021 were £7m against a budget of £41m. The expenditure commitments to date represent grants approved for the CBT main grant programmes in addition to those of the LCRF. The lower expenditure is due to the pause in most reactive programmes during the year and grants yet to be committed from the additional allocation of £200m.
15. Other than continuation funding, small grants programme and access audits, which remained open throughout the period, most reactive grant programmes were paused during the first five months of the year. This was due to the impact of Covid-19 and the decision to undertake an interim review of Bridging Divides.
16. Funding for place-based giving schemes, food poverty and advice and other reactive grant programmes resumed recently. The expectation is that applications will filter through with an uptake in commitments towards the latter part of this financial year.
17. LCRF grants of £2.9m were made in the first five months of the year. These relate to awards made in the final wave of the LCRF programme and are funded from the balance held in this restricted fund as at 31 March 2021.

18. The National Lottery Community Fund (NLCF) programme is now complete with £6.7m awarded in 2020/21, with the unspent balance of £63k returned to the NLCF in September 2021.
19. Detailed analysis of the grants expenditure to date can be found within Appendix 1 of the Grant Funding Activity Report (NB: the figures in that report also include all grants approved to 16 September 2021, including the BHE board decisions on grants taken on 15 September).

Social Investment Fund

20. Income on Social Investments for the first five months of the year was £121k against a budget of £116k, including two new placements from late 2020/21.
21. The full year forecast is a shortfall of £23k due to the early repayment of a substantial portion of one investment.

Grants Income

22. Grants income includes the second instalment of £200k expected from Trust for London as their contribution towards the Cornerstone programme, with the full year forecast noted as £137k as a result of the refund provided to the NLCF as stated in para 17.

Depreciation and recharges

23. The charge for depreciation represents a general allocation to CBT of depreciation on the Guildhall facility.
24. Recharges include activities undertaken by the City Corporation on behalf of CBT, including recharges for human resources, digital services, committee administration and premises costs.

Conclusion

25. Modelling is currently underway to forecast the expected grant commitments for the full financial year which will be reflected in the next budget monitoring report. With the re-opening of the main grant programme, significant increase in both grant commitments and operational spend are expected for the second half of the financial year.

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Dinah Cox
Associate Director (CBT)
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Committee	Date
Bridge House Estates Grants Committee	30 September 2021
Subject: Grant Approval Threshold review	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045 Strategy</i> does this proposal aim to support?	1
Which Bridging Divides Funding Strategy priority does proposal aim to support?	Connecting the capital, Reducing inequalities, Positive transitions, Advice and support, Every voice counts.
Does this proposal require extra revenue and/or capital spending?	No
Report of: Managing Director, BHE	For decision
Report Author: Scott Nixon, Head of Director’s Office, CBT	

SUMMARY

As part of City Bridge Trust’s (CBT) response to the COVID-19/Coronavirus pandemic during 2020 for Bridge House Estates, the former City Bridge Trust Committee with the approval of the Court of Common Council authorised further delegations from the CBT Committee to officers on a temporary basis in order to enable the City Corporation’s Central Grants Office for CBT to respond to the ongoing COVID-19 crisis effectively and take decisions expediently in the interests of Bridge House Estates and its beneficiaries. Further amendments were also made to the standard delegations in the Scheme of Delegations to Officers to expressly give the Deputy Director of CBT wider delegated authority to act in the absence of the Chief Grants Officer.

Following changes to governance of BHE, including the constitution of this Committee of the new Bridge House Estates Board, this report asks Members to reconsider those officer delegations and recommends that the existing temporary officer delegations be authorised on a permanent basis, and that grant application rejections be included in these revised delegated authority arrangements. This is recommended as being in the best interests of the charity having regard to imminent changes in staff structure within the Central Grants Office for CBT, the volume of grants applications requiring assessment and approval, and will enable this Committee and the BHE Board to remain strategic in its approach and oversight of funding activities for CBT. Further it will enable CBT to retain faster turnaround times in processing applications and in taking decisions, thereby enhancing the charity’s reputation as a funder that is responsive to the needs of the sector.

RECOMMENDATIONS

The Committee is recommended, taking its decisions in the best interests of Bridge House Estates (Charity Reg. No. 1035628) to:

- i) Note the current City Bridge Trust officer delegated authority and financial thresholds for grant approvals, set out at paragraph 4:
- ii) Agree to implement these officer delegations and financial thresholds on a permanent basis and to widen those delegations to include authority to take decisions to reject applications where appropriate, as set out at paragraph 15.

MAIN REPORT

Background

1. In a bid to support those affected by the impact of the COVID-19/Coronavirus pandemic, the City of London Corporation as trustee of Bridge House Estates (1035628) established the London Community Response Fund (LCRF), a separate trust fund within the ancillary object of Bridge House Estates, in delivering the charity's *Bridging Divides 2018-2023* Funding Strategy. Decisions on the first wave of applications were agreed during the week commencing 6 April 2020, and a further four waves of funding have been subsequently agreed. A sixth wave is currently being discussed.
2. Prior to the COVID-19 health pandemic the Chief Grants Officer and Director of CBT (CGO) (now the Managing Director BHE) had delegated authority to approve grants up to named financial thresholds. However, during 2020 the CGO was frequently seconded full-time to the London-wide COVID-19 response. Furthermore, the City Corporation's ordinary tempo of decision-making by Committee was disrupted by the cancellation of meetings and the redeployment of staff who would ordinarily support the decision-making process in Committee.
3. Therefore, temporary changes to those delegations were sought and approved by the Court to allow the Deputy Director of City Bridge Trust (DCGO) to act in the CGO's absence and to increase the financial thresholds at which the CGO, or DCGO, could approve grants under their officer delegated authority.
4. Further to Court approval on 7 April 2020 under Urgency procedures, the below thresholds and delegations were approved on a temporary basis (subject to review after three months), for applications made under the *Bridging Divides* Funding Strategy to the Investing in Londoners, *Bridging Divides* general, Small Grants and Stepping Stones programmes. The thresholds were reviewed again by the former City Bridge Trust Committee in September 2020 and January 2021 and further extensions agreed.
 - a) Applications of up to £50,000 may be approved by the CGO or, in their absence, the DCGO;

- b) Applications of between £50,001 and £100,000 to be approved by the CGO or, in their absence, the DCGO, in consultation with the Charities Finance Team;
 - c) Applications of between £100,001 and £250,000 to be approved by the CGO or, in their absence, the DCGO, in consultation with the Charities Finance Team and the Chair and Deputy Chairman of the City Bridge Trust Committee;
 - d) Applications of more than £250,000 to be approved by the City Bridge Committee.
5. Further, upon the recommendation of the Policy and Resources Committee the Court of Common Council on 7th April 2020 agreed to amend the corporate Scheme of Delegations to Officers to expressly delegate wider authority for the DCGO to act in the absence of the Chief Grants Officer and Director of CBT.

Proposal

6. Table 1 below shows the number of applications approved under the approved delegated authority arrangements between 7 April 2020 (when the temporary delegations were approved) and July 2021:

Table 1:

	Number of CBT/LCRF applications approved
Applications of up to £50,000	82 (1302 with LCRF requests)
Applications of between £50,001 and £100,000	80 (81 with a COVID19 Small Charity Emergency Support grant)
Applications of between £100,001 and £250,000	96

7. The general *Bridging Divides* programme was paused to new applications between March 2020 and July 2021, meaning that a significantly reduced number of applications have proceeded to the approval stage through that programme, as only existing applications and requests for continuation funding progressed through the pipeline. Now that the programme is reopened to new applications, the number of applications under consideration will increase.
8. With the recent changes in governance arrangements for BHE including the dissolution of the CBT Committee and the vesting of all those functions in the new BHE Board and its Grants Committee, this is an opportune time to review the officer delegations. This is also recommended in light of the increased responsibilities for BHE given to the Managing Director of Bridge House Estates beyond those of CGO, and the retirement of the DCGO in May 2021 with no long-term plan at the present time to recruit to that role.
9. It is proposed that (subject to the outcome of any further staff restructuring with the Central Grants Office which supports the activities of CBT) the

delegations are extended to the Associate Director of CBT on a permanent basis, and to each of the CBT Funding Directors for grants up to a financial threshold of £50,000. Internal controls will be established to ensure that Funding Directors are unable to approve any grant recommendations they have made themselves and Members are reminded that financial due diligence levels increase with the value of grant recommended from Funding Managers in consultation with the Charities Finance Team. Funding Directors will continue to approve grant recommendations submitted to them by Officers they directly manage as assessments are undertaken independently by the Funding Managers.

10. In reviewing the delegations, it is further proposed that authority is also delegated to officers to reject grant applications where appropriate, so that these decisions can be relayed to applicants at a greater pace than at present.
11. The work of the LCRF is also likely to continue in the future as a means of enabling CBT to work collaboratively with other funders.
12. The COVID-19 crisis has enabled CBT, and the wider funding community, to adopt new and better funding practices, including faster turn-around times. Maintaining the delegations on a permanent basis will enable CBT to retain faster turnaround times in the processing, consideration and approval and rejection of grant applications, thereby enhancing CBT's reputation as a funder that is responsive to the needs of the sector. Also, in light of the new governance arrangements, this streamlined approach will ensure the BHE Board and Grants Committee remain focused on more strategic issues (noting that 1479 grants were approved under delegated authority March 2020 and July 2021). Members will continue to receive a report on all approvals and rejections made under delegated authority, as they retain oversight of the exercise of the officer delegated authority for the City Corporation as trustee of BHE.
13. In line with usual delegation arrangements, any delegate can refer decisions to the delegator for decision rather than exercising their delegate authority. Therefore, for CBT under the proposed permanent delegations to officers, recommendations of any amount can be referred to the Grants Committee (or on to the BHE Board) for consideration where it is deemed to be in the best interest of the charity to do so in taking that decision.
14. It is proposed that these officer delegations be amended for clarity, including that the financial thresholds refer to the overall grant recommended for funding or otherwise in the application itself, and not to annual figures within multi-year grants (which will be higher). The proposed permanent officer delegations are set out below, noting that in making these delegations the Grants Committee is constrained by its own terms of reference set by its appointing committee the Bridge House Estates Board, and that decisions on the award of funding of more than £500,000 for a grant, project or activity are reserved to the Board upon the recommendation of the Grants Committee.

15. The proposed officer delegations from the Grants Committee, to be implemented on a standing permanent basis, are set out below:

- a) Applications or Recommendations (whichever is the higher) of up to £50,000 in total may be approved or rejected by the Managing Director of BHE or in their absence, the Associate Director of CBT or a CBT Funding Director;
- b) Applications or Recommendations (whichever is the higher) of between £50,001 and £100,000 in total to be approved or rejected by the Managing Director of BHE or in their absence the Associate Director of CBT, in consultation with the Charities Finance Team for recommendations;
- c) Applications or Recommendations (whichever is the higher) of between £100,001 and £250,000 in total to be approved or rejected by the Managing Director of BHE or in their absence the Associate Director of CBT in consultation with the Charities Finance Team for recommendations and the Chair and Deputy Chair of the Grants Committee; and
- d) Applications or Recommendations (whichever is the higher) of between £250,001 and £500,000 in total to be approved or rejected by the Grants Committee.

Conclusion

16. The Grants Committee is requested to review the officer delegation arrangements, in place since April 2020, which have enabled CBT to adopt new and better funding practices, to become more responsive to the needs of the sector, and to increase collaborative working with other funders. Having regard to this, and other operational changes within the CBT Team, this Committee is recommended to agree to implement revised officer delegations on a permanent basis to support the more effective and efficient delivery of CBT activities for the charity.

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