



Grants Committee of the Bridge House Estates Board

Date: WEDNESDAY, 9 MARCH 2022

Time: 10.00 am

Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL / MICROSOFT TEAMS

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

Enquiries: Joseph Anstee
joseph.anstee@cityoflondon.gov.uk

Accessing the virtual public meeting

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

<https://youtu.be/J3vdX1UTOJg>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Lunch will be served in the Guildhall Club following the meeting.

John Barradell
Town Clerk

AGENDA

Part 1 – Public Agenda

Warning: these papers include discussion of a number of sensitive topics which could cause distress. Topics may include, but are not necessarily limited to: hate crime, abuse, suicide, self-harm, coercion and neglect.

Governance and Strategy

1. APOLOGIES

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

3. MINUTES*

To agree the public minutes and non-public summary of the meeting held on 6 December 2021.

For Decision
(Pages 7 - 16)

4. OUTSTANDING ACTIONS

Report of the Town Clerk

For Information
(Pages 17 - 18)

5. BHE MANAGING DIRECTOR'S UPDATE REPORT

Report of the Managing Director of Bridge House Estates (BHE)

For Decision
(Pages 19 - 30)

6. CITY BRIDGE TRUST (CBT) HIGH LEVEL BUSINESS PLAN 2022/23

Report of the Managing Director of BHE

For Decision
(Pages 31 - 36)

7. DIVERSITY, EQUITY AND INCLUSION UPDATE REPORT

Report of the Managing Director of BHE

To be considered in conjunction with the non-public appendix at Item 19.

For Information
(Pages 37 - 42)

Finance

8. **BUDGET MONITORING REPORT FOR CITY BRIDGE TRUST (CBT): PERIOD ENDED 31 JANUARY 2022**

Report of the BHE & Charities Finance Director, representing the Chamberlain

For Information
(Pages 43 - 48)

Bridging Divides Funding Decisions

9. **SUMMARY OF BRIDGING DIVIDES***

To note a summary of the Bridging Divides programme.

For Information
(Pages 49 - 50)

10. **LONDON YOUTH: STRATEGIC INITIATIVE**

Report of the Managing Director of BHE

For Decision
(Pages 51 - 56)

11. **ALLIANCE PARTNERSHIPS - JOHN LYON'S CHARITY (REF:19148)**

Report of the Managing Director of BHE

For Decision
(Pages 57 - 64)

12. **ALLIANCE PARTNERSHIP - UNITED ST SAVIOUR'S CHARITY (REF:19149)**

Report of the Managing Director of BHE

For Decision
(Pages 65 - 70)

13. **ALLIANCE PARTNERSHIPS - TRUST FOR LONDON (19207, 19208)**

Report of the Managing Director of BHE

For Decision
(Pages 71 - 80)

14. **GRANT FUNDING ACTIVITY: PERIOD ENDED 24TH FEBRUARY 2022**

Report of the Managing Director of BHE

For Decision
(Pages 81 - 118)

15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE AND ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**

16. 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

Governance and Strategy

17. NON-PUBLIC MINUTES*

To agree the non-public minutes of the meeting held on 6 December 2021.

For Decision
(Pages 119 - 120)

18. BRIDGING DIVIDES: COMPLETION OF INTERIM REVIEW - TO FOLLOW

Report of the Managing Director of BHE

For Decision

19. NON-PUBLIC APPENDICES: DIVERSITY, EQUITY AND INCLUSION UPDATE REPORT - CBT WORKFORCE DATA*

To be considered in conjunction with the report at Item 7.

For Information
(Pages 121 - 122)

20. TEN-YEAR GRANTS

Report of the Managing Director of BHE

For Information
(Pages 123 - 136)

Bridging Divides Funding Decisions

21. COLLABORATIVE ACTION FOR RECOVERY

Report of the Managing Director of BHE

For Decision
(Pages 137 - 150)

22. PIPELINE OF STRATEGIC INITIATIVES

Report of the Managing Director of BHE

For Information
(Pages 151 - 154)

23. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE AND ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

*NB: Certain non-contentious matters for information have been marked * with recommendations anticipated to be received without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting.*

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GRANTS COMMITTEE OF THE BRIDGE HOUSE ESTATES BOARD Monday, 6 December 2021

Minutes of the meeting of the Grants Committee of the Bridge House Estates Board
held at Committee Rooms, West Wing, Guildhall and via Microsoft Teams on
Monday, 6 December 2021 at 10.30 am

Present

Members:

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

Officers:

David Farnsworth	- Managing Director of BHE
Amelia Ehren	- Town Clerk's Department
Joseph Anstee	- Town Clerk's Department
Anne Pietsch	- Comptroller & City Solicitor's Dept.
Wai Chan	- City Bridge Trust
Caspar Cech-Lucas	- City Bridge Trust
Dinah Cox	- City Bridge Trust
Clara Espinosa	- City Bridge Trust
Aasha Farah	- City Bridge Trust
Ruth Feder	- City Bridge Trust
Jenny Field	- City Bridge Trust
Sam Grimmett-Batt	- City Bridge Trust
Kelvin Ha	- City Bridge Trust
Emma Horrigan	- City Bridge Trust
Natalie Jordan	- City Bridge Trust
Jack Joslin	- City Bridge Trust
James Lee	- City Bridge Trust
Catherine Mahoney	- City Bridge Trust
Kate Moralee	- City Bridge Trust
Geraldine Page	- City Bridge Trust
Lydia Parr	- City Bridge Trust
Veronica Pearce	- City Bridge Trust
Fiona Rawes	- City Bridge Trust
Matthew Robinson	- City Bridge Trust
Anneka Singh	- City Bridge Trust
Nina Sofaly	- City Bridge Trust
Theo Tsipiras	- City Bridge Trust
Tim Wilson	- City Bridge Trust
Julia Megone	- Chamberlain's Department
Nathan Omane	- Chamberlain's Department

The Chair welcomed all those in attendance and Members of the public observing the meeting via YouTube.

1. **APOLOGIES**

There were no apologies.

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

There were no declarations.

3. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 30 September 2021 be agreed as a correct record.

Matters Arising

The Committee noted that following a request for expressions of interest, William Hoyle had agreed to serve as the Committee's LocalMotion Funder Collaboration representative and had been appointed accordingly. William Hoyle then advised that he had attended a full-day stakeholder meeting as the Committee's representative on 25 November.

4. **SUMMARY OF BRIDGING DIVIDES**

The Committee noted a summary of the Bridging Divides programme. The Managing Director of BHE advised that the summary document would be updated to reflect new workstreams once these had been established.

5. **MANAGING DIRECTOR'S REPORT**

The Committee considered a report of the Managing Director of BHE providing an update on key areas of activity and outlining upcoming activities. The Managing Director of BHE introduced the report and the Committee discussed the updates provided.

London Councils Grants Committee

The Managing Director of BHE advised that the Chair of the BHE Grants Committee had agreed to serve as the City of London Corporation's representative on the London Councils Grants Committee. The Managing Director of BHE added that this was an important partnership for the organisation and for CBT, and thanked the Deputy Chair for his contributions to the Committee during his time as representative.

London Funders

The Managing Director of BHE advised that work was ongoing with collaborative partners with a view to building on the success of the London Community Response/Fund (LCR/F), with a key element being the retention and development of the single application form. Officers were working in conjunction with other funders to develop a proposal to improve collaboration

going forward and a recommendation for significant support would be submitted to the Grants Committee before the end of the financial year.

Learning Visits

The Managing Director of BHE thanked Members for their interest in attending a learning visit when possible, and advised that the Impact & Learning team would be in touch to arrange suitable dates with Members that had expressed interest. The Managing Director of BHE added that the visits would be beneficial for informing the Committee's future work.

Beacon Collaborative

In response to a question from a Member, the Chair advised that he and the Deputy Chair had attended the annual strategic conference in October, which had been a positive and interesting event. The Managing Director of BHE advised that CBT was currently represented on the organisational side, but closer ties would be considered if the opportunity arose.

BHE Website

In response to a question from the Chair, the Managing Director of BHE advised that it was hoped to launch the new website by May 2022, with user group testing to take place beforehand.

RESOLVED – That the report be noted.

6. **GRANT FUNDING ACTIVITY: PERIOD ENDED 16TH SEPTEMBER 2021**

The Committee considered a report of the Managing Director of BHE providing the Committee with details of funds approved under delegated authority since the last meeting of the Grants Committee in September 2021 through to 25th November 2021; any grant variations that have been approved under delegated authority and seeking approval for 2 grant applications above the delegated authority threshold and 7 grant application rejections.

The Chair introduced the item and drew Members' attention to the heat maps of London provided following the request at the last meeting. The Managing Director of BHE thanked Members for this feedback and advised that suggestions for any further tools that would be useful were welcome. The Managing Director of BHE added that grants information was publicly available through 360Giving, but that infographics and visual aids were part of the plans for the new website as a way to increase engagement.

In response to a question from a Member, the Managing Director of BHE then outlined CBT's work with regards to 'cold spot' funding areas, noting that sometimes CBT cold spots were so as the sector was strong in that area. However, CBT tried to reach out across all areas of London, and through collaboration with and support of other funders may be involved with initiatives in cold spots indirectly.

The Committee then considered the grant applications appended to the report. The Managing Director of BHE introduced and presented the grant application in respect of Hammersmith and Fulham Association for Mental Health, noting the revised request and recommendation. In response to questions, the Managing Director of BHE advised that follow-on funding would be an option at the conclusion of the grant, and that the grant would complement rather than replace existing statutory funding. The Committee then agreed the application.

The Managing Director of BHE then introduced and presented the grant application in respect of Beacon Fellowship Charitable Trust (The Beacon Collaborative) and advised the Committee of a proposed amendment to the recommendations, that the condition in respect of the approval of negotiation outcomes be signed off by officers, rather than by the Chair and Deputy Chair. This amendment was agreed. In response to questions, the Managing Director of BHE gave the Committee further detail regarding the initiative's strategy going forward and adaptation to the Covid-19 pandemic. The Committee then agreed the application.

The Committee then considered the applications recommended for rejection and agreed the recommendations.

The Committee then noted the variations to existing grants set out in the report. In response to a question from the Chair in respect of the grant to Neighbourly Care, the Managing Director of BHE explained that the monitoring process had involved reviewing progress against the original outcomes, and assured the Committee that officers met regularly to discuss learning where there had been issues relating to grants.

The Committee then noted the funds approved or declined under delegated authority. In response to a question from the Chair, the Managing Director of BHE advised that officers could look at ways to encourage the use of electric vehicles, given the prohibitive costs of the congestion charge and ULEZ, noting that CBT funded eco-audits in respect of buildings. The Committee noted that Livery Companies were also doing work in this area, and that it would link well with the wider City of London Corporation's Climate Action Strategy.

RESOLVED – That the Grants Committee of the BHE Board:

- a) Note the report;
- b) Approve a grant to Hammersmith and Fulham Association for Mental Health of £160,000 across three years (£53,250; £53,250; £53,500) for a full-time Advice and Information Worker and associated costs, to provide advice services from two central hub locations and in alternative community and health settings across Hammersmith and Fulham and Hounslow. Draw down of funds is conditional on the information and advice service achieving Advice Quality Standard accreditation;
- c) Approve a grant to Beacon Fellowship Charitable Trust (The Beacon Collaborative) of up to £350,000 over two years towards the work of the

Beacon Fellowship Charitable Trust subject to satisfactory confirmation of the following conditions:

1. confirmed funding at a similar level from Arts Council England and/or other funders
2. demonstrating that the amounts requested from CBT constitute an appropriate proportion up to a maximum of 50% of the overall cost of each funded project relative to other secured funds; and
3. the satisfactory negotiation of key outcomes, milestones, delivery arrangements and payment schedules for each workstream (approval of the outcomes of such negotiation to be delegated to officers);

- d) Agree the rejection of 7 grant applications in respect of Ezer Leyoldos Limited, Get Set Girls, Hackney Community Law Centre, African Smile, Half Moon Young People's Theatre Ltd, Blue Ribbon Foundation and Sona Tech CIC.

7. ALLIANCE FUNDING - ROSA (18979) AND GREATER LONDON AUTHORITY (18980)

The Committee considered a report of the Managing Director of BHE requesting funding from CBT of £1.219m; comprised of £499,999 to Rosa towards administration costs and onward grant-making to BME women-led charities benefitting Londoners, and £720,000 towards the Greater London Authority (GLA) for administration and onward grant-making to grass-roots charities led by and for their communities benefitting Londoners. The report also recommended that the committee earmarks up to £15m of further funding towards other similar collaborations with established funders before the end of March 2023, piloting an "Alliance Fund".

The Managing Director of BHE introduced and presented the application, and in response to questions from Members gave the Committee some further context on the recommendation to allocate, in principle, further funding for other such 'Alliance Fund' initiatives. The Committee noted that there would not be a specific commitment to spend at this time, with the allocation to be made up of smaller spending decisions at a later point.

The Deputy Chair commented that the collaboration and partnership elements of the initiative should be promoted further, and the Managing Director of BHE confirmed that both funders were keen to work collaboratively. A Member added that it would be important to consider what was meant by collaboration in this context, in comparison to projects such as LocalMotion, and the desired outcomes as CBT moved into this space.

RESOLVED – That the Grants Committee of the BHE Board agree:

- a) A grant of £499,999 be made to ROSA, registered charity no: 1124856, for the RISE fund, providing grants to strengthen Black and minoritised-led organisations in the women and girls sector. The funding can only be used to support organisations benefitting Londoners and includes

£90,000 towards administration costs. A payment schedule will be drawn up, allowing the funds to be paid to Rosa in instalments, allowing payments to be received prior to onward grants being committed/paid;

- b) In principle, subject to the approval of the Bridge House Estates Board, a separate grant of £720,000 shall be made to the Greater London Authority (GLA, devolved regional governance body of the London region) for the Civil Society Roots 3 programme, with up to £120,000 to be spent on administration costs including the salary of a coordinator (the job description of the coordinator to be provided as a condition of the grant). A payment schedule will be drawn up, allowing the funds to be paid to the GLA in instalments, allowing payments to be received prior to onward grants being committed/paid; and
- c) Agree to allocate up to £15m, in principle, and subject to the usual assessment (including financial assessment) and delegated authority protocols, of further funding towards other such “Alliance Fund” initiatives which meet the criteria set out in this report.

8. **HACKNEY CVS (19011) BAOBAB FOUNDATION (19019)**

The Committee considered a report of the Managing Director of BHE requesting funding for phase two (incubation phase) of the development of the Baobab Foundation (Baobab), the first funder dedicated explicitly to growing, supporting, and strengthening groups and organisations led by and serving Black people and communities affected by racism and racial disparities in the UK.

The Managing Director of BHE introduced and presented the application, also setting out the process for onward approval to the BHE Board, should the Committee endorse the recommendations. The Chair commented that this was a complex piece of work, but an exciting opportunity and drew Members’ attention to the recommendations.

RESOLVED – That the Grants Committee of the BHE Board agree:

1. A grant of £200,000 be made to Hackney Council for Voluntary Service (HCVS), registered charity no:1069736 to be held for the benefit of the Baobab Foundation, towards phase two (incubation) running costs over two years (year one £120k, year two £80k) upon terms that provide that - upon the satisfactory constitution and registration of the Baobab Foundation (further to recommendation 2 below) and subject to entering into a grant agreement with the Baobab Foundation (i) the balance of grant funding held by HCVS shall be transferred to the Baobab Foundation and (ii) the balance of funding yet to be paid over at the relevant time shall be paid directly to the Baobab Foundation;
2. In principle, subject to the approval of the Bridge House Estates Board, a further grant of £2,000,000 (payment schedule to be agreed at the point of funds being committed) shall be made to the Baobab Foundation

towards onward grant-making for the benefit of Londoners provided that the following conditions are met:

- (i) The Baobab Foundation becomes a constituted organisation registered in a manner which meets City Bridge Trust's usual eligibility criteria, and your officers are satisfied that appropriate governance and management practices are in place.
 - (ii) Subject to the condition at (i) above being met, the Chamberlain (through the Charities Finance Team) is satisfied with the financial position of the organisation.
3. Subject to the approval of the Bridge House Estates Board to Recommendation 2, a letter of comfort be sent to the Baobab Foundation to confirm the intention to make the grant of £2m subject to the stated conditions being met and also subject to a grant agreement being entered into;
4. Should the Bridge House Estates Board approve Recommendation 2 above and the relevant conditions be met, that authority be delegated to the Managing Director of Bridge House Estates in consultation with the Chair and Deputy Chair of the Bridge House Estates Board and the Chamberlain, to award the grant of £2,000,000 to the legally constituted Baobab Foundation subject to any additional conditions which might be considered prudent at that time; and
5. That, should there be substantive alterations to the arrangements set out in this report and/or to matters affecting the decisions taken, this matter will be reported back to the Grants Committee and Bridge House Estates Board.

9. **GRANTS COMMITTEE - OFFICER DELEGATIONS**

The Committee considered a report of the Managing Director of BHE presenting options for consideration in respect of officer delegations for CBT. The Managing Director of BHE introduced the report, also reflecting on the Committee's discussion at the previous meeting, and drew Members' attention to the key points. The Managing Director of BHE also advised of a technical point in respect of the wording to be clear that the level of delegation would be determined by the amount of funding recommended by officers rather than the amount requested by the applicant. The Committee noted that a review point after six months or two committee cycles could be built in, in the spirit of CBT being a learning organisation.

The Chair then drew the Committee's attention to the options available, with Members supporting Option 3 which was felt to be representative of the Committee's discussion at the previous meeting.

RESOLVED – That the Grants Committee of the BHE Board:

- i) Agree to implement the officer delegations and financial thresholds presented at the September meeting on a permanent basis and to widen

those delegations to include authority to take decisions to reject applications where appropriate, as set out below:

- a. Application Recommendations 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. Application Recommendations 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 Chamberlain (acting by the Charities Finance Team) for recommendations;
- c. Application Recommendations 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 Chamberlain (acting by the Charities Finance Team) for recommendations, with the decision of the Managing Director of BHE (or the Associate Director of CBT as the case may be) being taken in consultation with 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.

Subject to one amendment in that for grants of a value between £100,001 and £250,000:

- (a) the full Committee shall be consulted in writing on the decision prior to the exercise of the Chief Officer's delegated authority;
- (b) Should any Member have a comment on the application to be considered, this should be forwarded directly to the Chair/Deputy Chair within 48 hours of the email being sent;
- (c) The Chair and Deputy Chair have the authority to reject or accept any comments as part of their decision-making process.

ii) Agree to review the delegations after six months or two committee cycles.

10. **CITY BRIDGE TRUST OPERATIONAL RISK REGISTER**

The Committee considered a report of the Managing Director of BHE providing the operational risks for CBT, which forms part of the wider BHE risk register for review. The Managing Director of BHE introduced the report and drew Members' attention to the key points.

A Member queried why Brexit had been taken off the Risk Register, as the report acknowledged that it may have to be reinstated at a later point, and fuel and food supply issues were still prevalent and relevant to the work of the Committee. The Managing Director of BHE responded that he was sympathetic

to this view and advised that this could be reviewed. In response to a question from a Member regarding crisis management, the Managing Director of BHE gave the Committee further detail in respect of mitigations against funding decisions going wrong, both for the grantee and for CBT.

RESOLVED – That the Grants Committee:

- a) Review the five risks currently on the register for this Committee and confirm that appropriate control measures are in place; and
- b) Confirm that there are no other risks relating to the services overseen by the Grants Committee which should be added to the Operational Risk Register, or which should be escalated as 'principal risks' to the BHE Principal Risk Register.

11. CBT BUDGET 2022/23 AND BUDGET MONITORING FOR THE PERIOD ENDED 31 OCTOBER 2021

The Committee considered a report of the Managing Director of BHE and the Chamberlain presenting for approval the CBT budget for 2022/23 and providing an update on the year-to-date financial position of CBT. The Managing Director of BHE introduced the report and outlined the wider financial position of CBT for the Committee. In response to a question from a Member, the Chamberlain advised that where there was a discrepancy between figures this was due to the inclusion of staff costs. The Managing Director of BHE also advised the Committee on the strategy for managing the CBT budget going forward, which would be planned in conjunction with the Chamberlain and regular decisions by Members.

The Chair then thanked officers for the detailed budget and work undertaken in this area.

RESOLVED – That the Grants Committee of the BHE Board:

- i) Review and recommend CBT's proposed revenue budget for 2022/23 for inclusion in the charity's overall Budget to be presented to the BHE Board;
- ii) Agree that minor amendments for 2022/23 budgets arising during budget setting be delegated to the Head of Charity and Social Investment Finance; and
- iii) Note the aspects of the report providing information on the updated financial position for 2021/22.

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

There were no questions.

13. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no other business.

14. **EXCLUSION OF THE PUBLIC**

RESOLVED – That 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, 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.

15. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 30 September 2021 be agreed as a correct record.

16. **PIPELINE OF STRATEGIC INITIATIVES**

The Committee received a report of the Managing Director of BHE.

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

There were no questions.

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

There was no other business.

The meeting ended at 12.13 pm

Chair

Contact Officer: Joseph Anstee
joseph.anstee@cityoflondon.gov.uk

The Bridge House Estates Grants Committee – Outstanding Actions

Item	Date	Action	Officer responsible	Target Completion Date	Actual Completion Date	Progress update	RAG
1.	6 December 2021	Officers to explore ways to encourage the use of electric vehicles, given the prohibitive costs of the congestion charge and ULEZ, noting that CBT funded eco-audits in respect of buildings.	CBT Funding Managers	June 2022	-	Officers are continuing to explore ways in which to encourage the use of electric vehicles. For example, officers are looking at whether this could be further explored through the environmental review work being undertaken by the consultants supporting CBT, Sixty7.Green. A detailed action plan is due to be completed by end of June 2022 and this action will be explored within it.	
2.	6 December 2021	Review CBT Risk Register, particularly the 'Brexit' risk which had previously been removed.	Scott Nixon	April 2022	-	A wider review of all BHE risks is due to take place in March/ April 2022. The review of CBT operational risks will be included as part of this, and the Brexit risk will be reviewed.	

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Committee	Date
Bridge House Estates Grants Committee	9 March 2022
Subject: BHE Managing Director's Update 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?	All
Does this proposal require extra revenue and/or capital spending?	No
Report of: David Farnsworth, Managing Director of 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 to note and agree, where necessary. Specifically, the report provides details on: the Bridging Divides funding strategy, including the progress of the implementation of the Interim Bridging Divides Review and formalising the agreement of this Committee to extend the funding strategy for a further five years from 2023 to 2028, by taking it to the April 2022 BHE Board and to the May 2022 Court for approval; funding updates in respect of LocalMotion and Alliance Partnerships, including Civil Society Roots 3 and ROSA; philanthropy updates, including how City Bridge Trust (CBT) is deploying its expertise in support of broader philanthropic practice in the City Corporation, an update on London's Giving, and an overview of the arrangements in place with the Wembley National Stadium National Trust; communications and events updates, including details of a Funded Organisations Learning Day and an event planned at the Old Bailey with Safe Lives; and, finally, a Learning Case Study on Alliance for Inclusive Education (ALLFIE).

Recommendations

The BHE Grants Committee are recommended to:

- a) Note the report;
- b) Agree to take the agreed recommendation for BHE to re-commit to the overarching vision and mission of the Bridging Divides funding strategy and to extend the funding strategy for a further five years from 2023 to 2028, and to take this recommendation to the April 2022 BHE Board and (subject to approval) to Court of Common Council in May 2022 (with the Charity Commission being then formally notified, subject to agreement); and,
- c) Agree in principle that Officers award a series of development grants of up to £50k to organisations participating in the design of the Anchor programme.

Main Report

Bridging Divides Strategy

Interim Bridging Divides Review implementation

1. CBT continues to implement the recommendations arising from the early 2021 interim review of the *Bridging Divides* funding strategy. Most notably:

- a) CBT's funding programmes continue to be updated, with 12 of the 19 pre-Covid strands now open to new applicants, having been reviewed and updated considering the current context in London, taking lessons learnt from the pandemic into account. The remaining seven funding strands are being reviewed as part of a wider exercise to ensure learning from the health crisis is reflected in CBT's grant making. Further details of this exercise will be provided in a separate paper for today's Committee. CBT continues to offer transitional funding support to organisations who would otherwise seek funding under the strands that remain on pause. Transition funding is available for up to two years, with a maximum grant amount of **£50,000 per annum**. CBT's standard funding criteria apply, and regular equity reviews take place looking at where applications are coming from, where funding is awarded, and how we can do better at reaching and engaging communities that are especially disadvantaged or marginalised.
- b) At the meeting of the former CBT Committee on 25 March 2021 the recommendations of the Interim Review of Bridging Divides were agreed which included the following recommendation (recommendation 6):
- i) *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).*
- c) Officers reported in the BHE Grants Committee Managing Director's report (MD report) of December 2021, that the work was progressing on this (now referred to as the "Anchor Programme") with a long list of potential anchor organisations partners with a cross community/cross-locality remit to support smaller civil society organisations in place. As trailed in the same MD report, a facilitated roundtable event with 18 of these organisations, took place on 22 February 2022 and many of the organisations involved expressed an appetite to work with us on developing the work further.
- d) Officers are seeking the approval of the Committee to continue to work with 20-25 organisations, who either attended the roundtable or have been recommended by the participants at the meeting and have the desire, skills, unique expertise and capacity to work with us, and to award a series of "development grants" of up to £50k to resource them to do so. Each participating group will need to meet the standard CBT eligibility criteria to be awarded a development grant, and grants will be processed following usual delegated authority protocols, with a light touch assessment due to the low value of the grants and short grant term (this approach utilises learning from the London Community Response Fund).

- e) The funding will support them in the role of working with officers between March and May 2022 as a Design Group to develop the potential Anchors Programme. This work will lead to a paper to be submitted to the BHE Grants Committee in June, outlining a suggested approach and including a request to earmark a portion of funds from the designated grant fund for the work. Should the Grants Committee agree to the progression of the Anchor Programme (and related earmarking of funds) at that point, all grants awarded will follow usual delegated authority protocols and be approved by the Grants Committee and/or BHE Board as required.
- f) CBT's "Funder Plus" offer, *The Bridge Programme*, relaunched in October and is receiving a steady stream of applications. "Funder Plus" is an approach connecting grant funded organisations with a range of free, non-financial support to help address a specific issue, whilst enhancing capacity, resilience, and longer-term stability. Areas of support include Fundraising and Business planning, Management Systems, HR, and Governance. A learning session for the CBT team took place in November 2021. The current pilot is due to end 31 March 2022; however, this will be extended by a minimum of 3 months to 30 June 2022 to allow more organisations already in the application pipeline to benefit from the programme. The evaluation of the programme along with an internal review will inform future recommendations to the Grants Committee.

Vision and Mission of Bridging Divides

2. In March 2020, the former CBT Committee approved a proposal to re-commit to the overarching vision and mission of Bridging Divides and to extend the funding strategy for a further five years from 2023 to 2028. In light of the changes in BHE Governance and the passage of time due to Covid disruption, this extension was then put to the BHE Grants Committee at its first meeting in September 2021. The Grants Committee agreed to support the extension, and this has underpinned work on the Interim Review of Bridging Divides along with budget planning for the next five years. In line with the new BHE governance, to formalise this decision, officers today seek the Grants Committee's agreement to take the recommendation of this extension to the BHE Board in April 2022 and (subject to Board's approval) Court in May 2022. Based on guidance from the City Solicitor, officers would then write to the Charity Commission to inform them of this extension. The impact of the Bridging Divides Strategy will continue to be reported on an annual basis and there will, of course, be flexibility to ensure lessons learned can be implemented along the way and that changes in context/ needs can be taken into account.

Bridging Divides Funding Updates

LocalMotion

3. LocalMotion is a collaboration between six funders joining forces to tackle economic, environmental, and social inequality in six places, utilising the resources of all six funders and places to have an impact which is greater than the sum of its parts. Each funder is linked with one place, with CBT being connected to Enfield, and has one "board champion" with CBT's being William Hoyle. So far, £585,000

has been allocated by CBT towards the initiative, and the second phase started in November 2021. Since the last BHE Grants Committee meeting, grant agreements have been entered into in each place and work has begun to formulate plans to spend the funding. LocalMotion is coordinated by a Director of Collaboration, Kathleen Kelly, and a group of Directors from each of the funders which is called the Design and Delivery Group (DDG). CBT Funding Director Sam Grimmett Batt has agreed to Chair the DDG following the departure of the previous Chair.

Alliance Partnerships

4. In December 2021 the Grants Committee approved the earmarking of up to £15m towards a series of “Alliance Partnerships” throughout 2022-2023. These are strategic funding relationships whereby CBT contributes to the “funding pot” of another established funder (restricted to use benefitting Londoners) which has expert knowledge, reach and insight which is additional or complimentary to CBT’s own. Via these partnerships CBT furthers its aim to reduce inequality in London and demonstrates its “collaborative” value (as well as its progressive, inclusive, and representative values).
5. The inaugural Alliance partnerships with ROSA and the Greater London Authority (GLA) have now commenced; the launches are summarised below. Your papers contain four further Alliance Partnership proposals, for Trust for London (Racial and Disability Justice funds, respectively), John Lyons Charity and United Saint Saviour’s Charity.
6. Civil Society Roots 3 - At the Grants Committee meeting on 6 December 2021 a grant of £720k was awarded to the Greater London Authority towards onward the grant-making funds and administration costs of the Civil Society Roots 3 fund, a grant programme that aims to increase the support available for Londoners impacted by structural inequalities in ten cold-spot London boroughs. This initiative launched on 16 February 2022 with a virtual event attended by 125 participants and chaired by the Deputy Mayor for Communities and Social Justice, featuring a panel discussion between recipients of grants awarded in previous rounds of the Civil Society Roots fund. The fund is now accepting applications for the first round of development grants of between £1k - £5k and impact grants of between £5k - £50k up until the deadline of 22nd April 2022. Through ‘Ideas Camps’, applicants will be supported to test their ideas with funders and with local partners in virtual pre-application workshops held in each target borough.
7. ROSA - At the Grants Committee meeting on 6 December 2021 a grant of £499,999 was awarded for use towards Rosa’s Rise Fund, which funds BME women-led charities benefitting Londoners, with grants focussing on organisational development work. The fund launched on 23 November 2021 and closed for applications on 31 January 2022 (following an extension when CBT funds were announced). ROSA reports that there have been a good number of applications, and assessment will take place over the coming weeks. Funding Manager Anneka Singh will attend panel meetings as an observer. Grant awards are to be drawn down in July 2022.

Philanthropy

Deploying CBT expertise in support of broader philanthropic practice across the City Corporation

8. Officers are drawing on CBT's insights, networks and expertise to help positively influence giving practice more broadly across the City Corporation, in line with the aims of the Philanthropy Strategy. For example, The Lord Mayor's Appeal team have engaged with CBT to seek advice and financial due diligence insights around potential charity partners for the appeal. The Central Grants Unit (CGU), which reports to the Philanthropy Director and is largely populated by CBT 'alumni', has become an increasingly influential force in delivering a variety of corporate and departmental grant programmes, while also providing strategic grant making services to small charities where the City of London is the Corporate Trustee. A growing range of funds including the Community Infrastructure Levy Neighbourhood Fund fall under the CGU's purview, and its team members work closely with CBT colleagues to ensure CBT's insights inform the CGU's practice and vice versa.

Update on London's Giving

9. The Grants Committee may re-call that CBT are a supporter of place-based giving schemes (PBGS) under the Connecting the Capital funding strand. In addition, CBT support the development and capacity building of local giving schemes through London's Giving strategic initiative which is hosted by London Funders. This funding supports both the Bridging Divides funding strategy (in particular, the strategic aim to grow stronger, more resilient and thriving communities in London) as well as the joint BHE & City Corporation Philanthropy Strategy (in particular, the strategic aim to support, role model and encourage charitable giving in the capital).
10. At the Grants Committee September 2021 meeting, the Committee received a paper updating on the Bridging Divides Interim Review. Included in the report was the update that "The Trust's work on strategic initiatives continues (including further consideration of the development of the Cornerstone Fund and London's Giving ...".
11. In August 2021, the Chair and Deputy Chair approved by urgency the unpausing of several of CBT's funding strands, including support for Placed Based Giving Schemes (PBGS).
12. With regard to the further consideration of the development of London's Giving, a consultation meeting was held with the London's Giving Network on 24 November 2021 where CBT's proposal to establish a strategic development fund for PBGS that would enhance and complement existing CBT support was discussed. Consequently, a Task and Finish Group has been established, comprising representatives from the Network, London Funders and the CBT Team which has co-designed the criteria for this additional, one-off and time-limited funding stream and which launched on 3 February 2021.
13. The further development of London's Giving was added to the Strategic Initiatives pipeline in September 2021, with up to £7m being earmarked for this purpose, to be resources from the designated fund for grant-making 2022-23. With regard to the

strategic development fund, officers envisage awarding approximately 20 grants of an average value of c£250,000 (total £5m). The remaining £2m would remain earmarked for a further two ideas that have emerged from the Task and Finish Group.

14. The first would be to build on the work of London's Giving, currently hosted by London Funders, to establish a Resource Hub for PBGS to help build their capacity, share learning and resources, and promote best practice. The second is to establish a Challenge/Match Fund to enable local schemes to leverage funding from new donors. Before recommending support for either of these concepts, it is proposed to procure a consultant(s) to scope out the feasibility of both/either of them and the Task and Finish Group are currently finalising the tender brief document.

Wembley National Stadium Trust

15. The Committee will recall that since 2012, CBT has provided a management and administrative service under contract for the Wembley National Stadium Trust – the charitable foundation for the iconic national stadium. This is operated on a full cost recovery basis and involves the long-term loan of one of CBT's senior staff, Stewart Goshawk, to be WNST's Chief Executive Officer, together with some administrative support from within the Funding Officers team, as well as accommodation and other office services.
16. WNST's grant priorities all relate to the provision of grassroots community sports activities, encouraging maximum participation by people of all abilities. Funding highlights have included:
 - a) Over £5m invested in LB Brent, the stadium's "home borough". This has been distributed in more than 400 grants covering over 30 different sports and supported thousands of local people to be improve their physical and mental well-being.
 - b) £1m across the capital in the years following the London 2012 Paralympics to support the development of replicable initiatives removing the barriers to sports participation by disabled people. Projects funded include a four-borough disability cricket championship – now a national competition – and multi-sports activities for SEN primary school children – now delivered across the country.
 - c) A £675k London project in partnership with the England Hockey, England Netball and the England & Wales Cricket Board to encourage more primary school-age girls to play team sports. This engaged with more than 30,000 girls across the capital and trained more than 400 teachers to deliver better sports sessions.
 - d) A £1.6m partnership with the EFL Trust to deliver disability football activities across England, through over 40 of the community trusts of the professional EFL clubs. Over 15,000 people have taken part in one of projects – which have included football for people with physical disabilities, sensory impairments, learning difficulties, those who are wheelchair users or who have enduring mental ill health issues.
 - e) A £100k project administered by London FA to train the next generation of female football coaches. This year, over 100 women are on the course, with

placements and mentoring at 80 different London-based clubs. An unexpected benefit has been a separate project for female referees, which is working with the leagues on Hackney Marshes to provide matchday experience.

17. The WNST trustees are keen to take on responsibility for the management and administration of WNST, but there is work required to put the necessary systems in place to allow this to happen. Pre-pandemic, the ambition was to effect this change at the end of the current contract with CBT at the end of March 2022. However, the pandemic decimated WNST's income, with the stadium being closed to paying spectators – and so last year, the Committee agreed a further two-year contract, allowing time for work to complete. A gradual disaggregation is planned over the coming period.
18. WNST has now though received its first substantive payment from the stadium since before the first lockdown, although still at a reduced level. This has enabled WNST to launch a new grants round in LB Brent, which will be distributed in early March.
19. Governance at the Trust is strong, with two young trustees (both in their early 20s) appointed at the 2021 AGM, with two further appointments pending. The AGM also appointed a new suite of honorary officers: chair, Pete Ackerley, vice-chair, Lynsey Edwards and treasurer, Khilna Shah (all three were existing trustees).

Communications and Events

Safe Lives event at The Old Bailey

20. On 30 March 2022 from 6-8pm, CBT is jointly running an event with SafeLives, an organisation which provides a wealth of support services to survivors of domestic abuse, at the Old Bailey. The opportunity has been enabled by Sheriff Gowman during her year of residence at the Old Bailey. The event is called '*Domestic Violence and the Judiciary: Trauma-informed working across the family and criminal courts*' and aims to create a coalition of enlightened law practitioners and frontline organisations sharing expertise and good practice on how to increase trauma-informed approaches within the judicial system. Judge Anuja Dhir QC of the Old Bailey will sit on the panel alongside representatives of SafeLives and the Legal Education Foundation.
21. All members of this committee should have received an invitation. If you have not/have not yet responded and would like to attend, please email EA.CBT@Cityoflondon.gov.uk.

Funded Organisations Learning Day

22. As part of its External Learning Programme, and in line with CBT's aims to build stronger more collaborative relationships with the Trust's funded organisations, CBT is hosting a Funded Organisations Learning Day on Friday 1 April 2022. Taking place in the Crypts, Guildhall, the event will be as interactive as possible and the aims of day are as follows:
 - a) Greater networking opportunities for all.

- b) Learn and share ‘what works’ with our funded organisations across a range of themes, with all attendees participating and sharing real life solutions, insights and challenges.
- c) Share more stories from funded organisations and bring learning back into CBT to refine our ways of working.
- d) Build a more collaborative, open and trusted relationship with our funded organisations.
- e) Funded organisations are engaged, inspired and motivated to enhance their individual roles and feel more informed about the work of CBT.

23. The CBT Impact and Learning Team would very much value any input or participation from the BHE Grants Committee and indeed any other BHE Board Members. Formal invitations will be circulated within the next week.

Impact and Learning

24. A CBT learning case study is provided at Appendix 1. The case study is about Alliance for Inclusive Education (ALLFIE), a user-led Disabled People’s organisation (DPO) campaigning for equal access to mainstream education for Disabled people. CBT funds ALLFIE’s capacity-building project for local DPOs. The case study explores the difficulties ALLFIE faced during Covid-19, particularly the challenges of working from home and online service delivery for disabled staff and clients.

25. London Community Response Fund (LCRF) Manager Nat Jordan wrote a [blog](#) summarising learning from the LCRF funder collaboration.

Conclusion

26. This report provides a high-level summary of CBT activities since the Grants Committee last met in December 2021. The Grants Committee are asked to note the content of the report and agree to the two proposals as set out at recommendations b and c. Further information on any of the updates given in this report can be provided to the Grants Committee either verbally in the meeting or in a written format as a follow-up to the meeting.

Appendices

- Appendix 1 – Learning Case Study

David Farnsworth

Managing Director of Bridge House Estates

E: David.farnsworth@cityoflondon.gov.uk

Scott Nixon

Head of Managing Director’s Office

Scott.nixon@cityoflondon.gov.uk

Appendix 1: Learning Case Study Alliance for Inclusive Education (ALLFIE)

Summary

This is a learning case study about Alliance for Inclusive Education (ALLFIE), a user-led Disabled People's Organisation (DPO) campaigning for equal access to mainstream education for Disabled people. CBT funds ALLFIE's capacity-building project for local DPOs. The case study explores the difficulties ALLFIE faced during Covid-19, particularly the challenges of working from home and online service delivery for disabled staff and clients. ALLFIE highlights the need for funding to cover additional costs that DPOs face on a daily basis, due to the higher support needs of their staff and clients and make the case for DPOs to be involved in funder decision making. Key learning and recommendations for CBT are included at the end of this document.

Introduction

This is one of a series of learning case studies demonstrating the issues faced during and beyond the Covid-19 pandemic by organisations CBT supports and highlighting ways they are adapting their services and approaches as they move forward. The purpose of these case studies is to identify good practice that CBT, and others, can learn from following this crisis period and as the sector rebuilds.

This case study focuses on Alliance for Inclusive Education (ALLFIE) and draws on information provided in their Impact and Learning report and an interview with their Director, Michelle Daley.

What makes ALLFIE unique?

ALLFIE is a user-led Disabled People's Organisation (DPO) campaigning for equal rights to inclusive education in mainstream settings for Disabled people of all ages.

"We centre our work round lived experience, we're all Disabled people and most of us have had experience of segregated education or being labelled SEND, that creates a negative experience."

They take an intersectional approach; this means recognising how multiple forms of discrimination – such as racism, sexism, classism, ageism, homophobia and ableism – combine and interact in ways that often exacerbate the inequalities that marginalised people face. For ALLFIE, it means considering how the different components of an individual's identity, such as their race, gender, class, age, sexuality and disability, may interact and affect each other to shape their experience and lead to different needs for support. ALLFIE also encourage and help other DPOs to do the same.

"We embed intersectionality, often when people think about Disabled people they homogenise our experience and it's important we don't do that."

Their work focuses on lobbying for policy change to make education at all ages more inclusive for disabled people. They also provide capacity building support for DPOs and involve and support Disabled young people to take part in the work of ALLFIE.

"When you don't capacity-build and put those systems in place, it won't work, it won't be sustainable. CBT funds ALLFIE to capacity building on the local level, training, networking, and we work with young people to be involved and lead on areas of work."

How did Covid-19 affect ALLFIE?

The required move to working from home meant disabled staff lost the equipment and PA support of the office, and virtual meetings were inaccessible to many.

“Covid was horrible at the start, how do you support staff when you’re not next to them, not all staff had their assistive / appropriate equipment and / or in-person support at home, there was a delay in getting support through. More conversation could have taken place about the experiences of Disabled staff in the workplace .”

Many DPOs ALFFIE work with struggled due to lack of technology, infrastructure and digital skills.

“Some organisations had the digital skills, resources, tools already there, but for organisations that don’t have those resources it was very difficult. People were relying on social media, websites more than ever before, but that IT aspect isn’t resourced.”

In addition, the murder of George Floyd and subsequent Black Lives Matter protests had a significant impact on ALLFIE’s staff and community.

How did ALLFIE adapt?

After the murder of George Floyd, ALLFIE set up a Disabled Black Lives Matter group, initially as a short-term support offer for those affected but this has now become integrated into their whole way of working. It has also improved their support for other groups affected by racism, for example Disabled Travellers, and gender equality.

“Practices tend to homogenise disability and disabled peoples’ experiences... It’s been welcomed that ALLFIE has taken a leadership on raising the profile of intersectionality within our work but we don’t get much funding, it’s done on a shoestring.”

To deal with the shift to online, they employed specialist support to make online workshops for young people more accessible and engaging, for example providing live graphics onscreen.

“We had someone doing graphics live onscreen and that worked fantastically, it made things more accessible for young people, we held workshops, training and a Disabled Women on the Frontline event with over 130 people.”

They also worked hard to support staff’s access needs while working from home and provided updated Covid information for disabled people on issues related to education.

How is ALLFIE moving forward post-lockdown?

ALLFIE are now offering hybrid home and office working for staff to meet their individual needs, as well as hybrid digital and some small in-person service delivery for young people.

“We have regular conversations about what staff want and what the young people’s groups want ... and we’re exploring a blended approach going forward.”

They are also supporting DPOs to meet increased demand as a result of the pandemic.

“There needs to be support for coming out of lockdown, lots of Disabled people are in worse situations and have been made more excluded during lockdown.”

However, they highlight the need for funders to provide more funding to cover the additional costs that DPOs face.

“Funders should look at the size of organisations, what resources they have, and give core costs to smaller organisations ... DPOs make their organisations and services

accessible and this needs to be resourced. Lots of other organisations don't properly factor access so funders don't think about it."

They also suggest funders should listen more closely to DPOs and involve them in the decision making.

"Funders should involve DPOs in decisions, how you design application forms, what the programmes should be, rather than someone else. We're on the ground, we understand what's needed."

What can CBT learn from ALLFIE?

ALLFIE highlights the additional challenges and costs that DPOs face, due to making themselves accessible to Disabled staff and clients, and the challenges for smaller organisations; **CBT should provide additional funding for these organisations.**

ALLFIE points out the inequalities in digital skills and access across the sector; **CBT could provide funding and support for organisations' own digital inclusion and website/social media work.**

ALLFIE shows the importance of taking an intersectional approach, and the difficulty in securing funding to develop it; **CBT is increasingly funding the development of more intersectional and equitable approaches and this should be continued.**

Finally, ALLFIE demonstrates the importance of DPOs and other user-led organisations in truly understanding and supporting their communities; **CBT is committed to strengthening its support for, and learning from, user-led organisations, and this should be continued.**

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Committee	Date
Bridge House Estates Grants Committee	9 March 2022
Subject: City Bridge Trust (CBT) High level Business plan 2022/23	Public
Which outcomes in the BHE Bridging London 2020 – 2045 Strategy does this proposal aim to support?	1
Does this proposal require extra revenue and/or capital spending?	No
Report of: David Farnsworth, Managing Director of BHE	For Decision
Report author: Scott Nixon, Head of Managing Director's Office	

Summary

This report presents the 2022-2023 CBT high-level Business Plan for approval. The CBT high level business plan reflects its delivery of BHE's ancillary object and covers all areas of CBT activity. This includes the delivery of: the Climate Action Strategy; the BHE charitable funding strategy, *Bridging Divides* (BD); the BHE Social Investment Fund and the Philanthropy Strategy which includes the delivery of the Wembley National Stadium Trust contract.

On 16 February 2022, the BHE Board noted the draft CBT high-level Business Plan for 2022/23, pending consideration by the Grants Committee in March. There were no comments made by BHE Board members.

Recommendations

The Bridge House Estates Grants Committee are asked to:

- a) Approve the CBT high-level Business Plan for 2022/23.

Main Report

Background

1. As part of the framework for corporate and business planning, CBT and City Corporation departments were asked to produce standardised high-level Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and with consistent statements of the key ambitions and objectives. As the governance arrangements for BHE are further refined, following the completion and implementation of the BHE Strategic Governance Review, the BHE Grants Committee will be engaged in any future decisions as to revised business planning processes that may be developed or implemented that best suit the charity.
2. For 2022/23, the CBT high-level Business Plan has been further evolved to make use of the information now available and give a better overview of work being undertaken. It provides a summary of CBT's activity and resources, mainly but not limited to the forthcoming 12 months. As a high-level summary, this document does not capture the granularity of work but gives the overall picture of activity.

3. It is important to note that given the uncertainties of the ever-changing Covid operating context some of the work streams included in the high-level Business Plan may need to be re-prioritised/rescheduled/re-costed during the course of the coming financial year. This may have impacts on resourcing which are as yet not possible to predict. The BHE Grants Committee will of course be appropriately engaged in the decision making relating to any such changes.
4. CBT's activities are first and foremost designed and delivered to meet the charity's overarching objectives, as set out in its *Bridging London* Strategy. Furthermore, the activities delivered by CBT support the delivery of the charity's funding strategy approved by the Court of Common Council, on recommendation of the former CBT Committee – this strategy is currently *Bridging Divides*. The activities of the charity also support the vision and outcomes set out within the Climate Action Strategy, the Philanthropy Strategy, and those City Corporation Corporate Plan outcomes which are considered to be in the best interests of the charity to support in pursuing its own strategic objectives.

High-level CBT Business Plan for 2022/23

5. At **Appendix 1**, this report presents the 2022/23 CBT high-level Business Plan for 2022/23 and reflects the key areas of CBT's activity, namely the delivery of: the Climate Action Strategy, the charitable funding strategy, *Bridging Divides*; the BHE Social Investment Fund and the Philanthropy Strategy which includes delivery of the Wembley National Stadium Trust contract.
6. Following the BHE Strategic Governance Review, Lisvane Review and the consequential forming of the BHE Board and BHE Grants Committee, implementation of the BHE Leadership Team and classification of BHE as an "institution" within the City Corporation, many of the charity's processes, including the business planning process, require review to ensure they are designed and delivered in a way that meets the charity's needs. Such matters will be reviewed over the coming year and BHE will look to present a more detailed business plan for the whole charity for 2023/24.

Corporate & Strategic Implications

7. The high-level Business Plan and estimated budget support the delivery of the new over-arching BHE strategy, *Bridging London*, the Climate Action Strategy, the *Bridging Divides* strategy and the Philanthropy Strategy. The plans are mindful of the City Corporation's own Corporate plan and look to align where appropriate and considered to be in the best interests of the charity of doing so.
8. The benefits for having the City Corporation as trustee of BHE continue to be further reflected in the 'total assets approach' embedded in the *Bridging Divides* funding strategy – using all our assets to achieve positive impact for London's communities.

Conclusion

9. This report presents the 2022/23 CBT high-level Business Plan for the Committee's consideration and approval. The plans and budget have been prepared in an extraordinary operating context with a number of Covid variables. The Business Plan also takes account of the planned expenditure of a significant proportion of the additional funding approved for expenditure through BD and allows CBT to continue its core business of charitable funding in a flexible, impactful way – all now framed by the BHE over-arching strategy 'Bridging London'.

Appendices

- Appendix 1 – 2022/23 CBT High-Level Business Plan

Scott Nixon

Head of Managing Director's Office

E: Scott.nixon@cityoflondon.gov.uk

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OUR AIMS AND OBJECTIVES FOR 2022/2023 ARE..

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

OUR MAJOR WORKSTREAMS THIS YEAR WILL BE..

1. To finalise the implementation of the Interim Review of the Bridging Divides Strategy, distribute c£100m in funding to London's voluntary sector and community to continue framing and scoping work around the "distribution of the amount held within grant-making designated fund".
2. To embed the BHE strategy across BHE's ancillary object following governance and TOM structural changes to deepen links across the whole charity.
3. To finalise the TOM structure across BHE's ancillary object and to recruit and induct any new team members.
4. To continue our contribution to the multi-agency Covid recovery work and manage the allocation to the Collaborative Action for Recovery (CAR).
5. To review the existing CRM provision and undertake a procurement exercise to establish a new contract.
6. Implementation of the Philanthropy Strategy, Diversity, Equity and Inclusion (DEI) Strategy, and Climate Action Strategy.
7. To undertake a website review and implement a new website - including a redesign of how we describe and present our work.
8. To embed learning across all the BHE's ancillary object and use evidence and learning to influence good practice more widely (internally and externally) by implementing the Impact and Learning Strategy.
9. To support the implementation of the Communications Vision and increase the volume and quality of communications and engagement work with funded organisations (e.g. learning events, bulletins).
10. To develop new and support existing philanthropy- focused partnerships, leveraging time and talent from our corporate trustee and wider networks to further BHE's ancillary object.
11. Development of Social Investment workstream following any possible governance changes.
12. Delivery of the Wembley National Stadium Trust contract.
13. Collaboration with the Corporate Charity and Funding Unit (formerly CGU) to develop a centre of excellence for good practice in charities and charitable giving.

CHARTS FOR KEY PERFORMANCE INDICATORS

CBT TARGET KPI'S	Progress update to follow
To distribute the annual CBT grants budget in full	0%
To achieve 15% increase in number of volunteering hours across City Corporation	15%

CHART DATA FOR KEY RISK SCORES

Risk Title	Likelihood	Impact
Grant not used for its intended purpose	2	2
Financial loss through fraud or theft	2	2
Negative publicity and reputational damage	2	2
IT failure	2	2
Staff Capacity	3	3

CBT'S SUMMARY BUDGET CHART 2022-2023

ANNUAL BUDGET TOP LEVEL SUMMARY	
Activities of the CBT and teams hosted by CBT	-£ 4,150,000
Community Infrastructure Levy Support	£ 90,000
Corporate Charity and Funding Unit (formerly CGU)	£ 123,000
Wembley National Stadium Trust Income	£ 73,000
Social Investment Income	£ 166,000
Voluntary Income (Donations received from third- parties i.e., Cornerstone)	£ 100,000
Central Risk (Total-grants cost and non-grants expenditure) i.e. budget for grant making excluding operational low risk costs.	-£ 103,553,000
Central Recharges and Depreciation	£ 359,000

WHAT'S CHANGED SINCE LAST YEAR..

1. Learning from the "London Community Response" has been captured via internal and external learning reports, and recommendations embedded in future plans.
2. Scoping and framing plans for distribution of uplift have been developed.
3. Establishment of a BHE Leadership team including the new role of Chief Funding Officer.
4. Development of a Diversity, Equity and Inclusion (DEI) Working Group and production of a Race Action Plan and DEI Strategy.
5. Governance changes: Establishment of a BHE Board and BHE Grants Committee.

THE CORPORATE PLAN OUTCOMES WE HAVE DIRECT IMPACT ON ARE..

- HLA3a: Promote and Champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
- HLA3a: Advocate and facilitate greater levels of giving of time, skills, knowledge and money.
- HLA2d: Provide inclusive access to facilities for physical activity and recreation.

OUR STRATEGIC COMMITMENTS ARE..

- BHE Strategy -Bridging London**
- To deliver against our primary object by supporting and maintaining our five Thames bridges, and to use any available surplus income to advance our ancillary purposes.
- To meet these objectives by taking a values-led approach of aiming to be a charity that is catalytic, sustainable and impact driven.

Bridging Divides Strategy

- To implement a review to enhance and improve the effectiveness of the charity's governance and administration to achieve maximum impact in support of its beneficiaries.
- For London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation.

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

- Implementation of the DEI Strategy through all of Bridging Divides.

Climate Action Strategy

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

Philanthropy Strategy

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

Responsible Business Strategy

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

Social Mobility Strategy

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

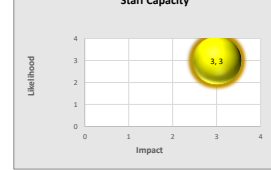
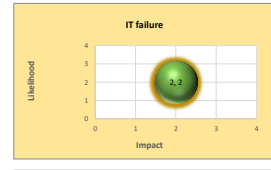
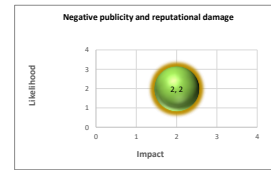
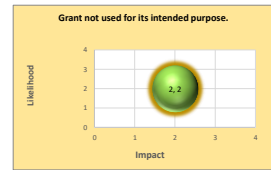
Communications Vision

- To develop enhanced, collaborative communications to more effectively engage our target audiences and support delivery of our mission and vision.

Learning Vision

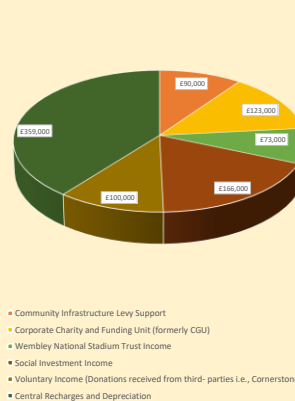
- To embed learning across all the BHE's ancillary object and use evidence and learning to influence good practice more widely (internally and externally) by implementing the Impact and Learning Vision.

KEY RISK- OUTCOME SCORES

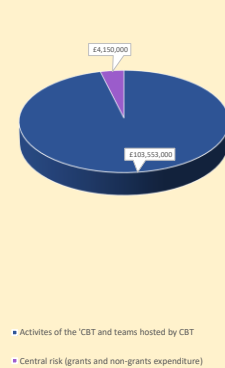


CBT'S INCOME & EXPENDITURE CHARTS 2022-2023

INCOME ANNUAL BUDGET TOP LEVEL SUMMARY



EXPENDITURE ANNUAL BUDGET TOP LEVEL SUMMARY



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Committee	Date
Bridge House Estates Grants Committee	9 March 2022
Subject: City Bridge Trust Diversity, Equity and Inclusion Update	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045</i> Strategy does this proposal aim to support?	2
Which Bridging Divides Funding Strategy priority does proposal aim to support?	All
Report of: David Farnsworth, Managing Director of BHE	For Information
Report Author: Dinah Cox, Associate Director of CBT	

Summary

This report provides the Bridge House Estates (BHE) Grants Committee with an update on the Diversity, Equity and Inclusion (DEI) work being undertaken by the City Bridge Trust (CBT) team. The report includes an overview of the DEI grants awarded over the past 5 years and a recent CBT workforce profile.

Recommendation

- a) The BHE Grants Committee are asked to receive this report and note its contents.

Main Report

1. The CBT DEI Working Group (WG) was established in October 2020. Monthly hourly meetings have been taking place since its inception and it currently has 20 members from across the CBT staff team. Aasha Farah, Funding Manager and Chair of the Group, alongside Dinah Cox, Associate Director and Deputy Chair, are currently working with the group on monitoring progress in 2021/22 and developing a plan for work in 2022/23.
2. To date, the group has been involved in various areas of work. In terms of the BHE Board and Grants Committee, Milly Ehren, BHE Head of Strategy & Governance, is in the group and has engaged the group on the development of the Members' skills review, meeting structure and co-options. The group has also worked with colleagues in the City Corporation, in particular Amanda Lee-Ajala, Head of EDI on areas such as recruitment, updating the CBT procurement policy and the development of the City Corporation's Confidential Advisor's Scheme.
3. The WG is keen to support staff as they join the CBT team. The WG has fed into the development of the induction pack and have supported the setting up of informal People of Colour and LGBT+ support groups. There has also been a Safer Spaces sub-group within the DEI Working Group which is currently developing resources around ensuring CBT practices help prevent discriminatory behaviour and enable us to support staff to be themselves at work.
4. As well as recruitment advertising in more diverse places, CBT has moved to ensure more diversity in terms of interview panels, providing feedback for unsuccessful interview candidates and the use of anonymised recruitment. Staff,

including the Managing Director, who are not members of the WG have been essential in ensuring this has been successfully implemented.

5. Within CBT, all positions that are externally recruited are advertised or promoted in the following locations as standard. Additional locations may be used depending on the nature of the role.

- | | |
|--------------------------------------|--------------------------|
| a) Charity Jobs website | g) Overlooked Talent |
| b) Association of Charitable Funders | h) Asian Jobsite |
| c) London Funders | i) Charity Job Search |
| d) Diversity Jobsite | j) Disability Jobsite |
| e) LGBT Equality | k) CBT Twitter |
| f) Ethnic Jobsite | l) CBT Linked-in profile |

6. CBT staff are also requested to promote the roles through their own informal networks such as:

- a) FFUK network (for Black and racialised people)
- b) Equally Ours
- c) Fearless Futures
- d) Funders for Race Equality Alliance
- e) LinkedIn
- f) Twitter

7. **Appendix 1** provides a CBT workforce profile as provided by the Corporate HR team within the City Corporation and provides data up to 31st December 2021.

8. CBT continues to learn from and feed into good practice. The Funders DEI Coalition, which shared best practice between funders on DEI issues, has now finished meeting. However, the Funders for Race Equality Alliance (FREA), which exists to encourage funders to play a leadership role by providing funding for work that is led by, and benefits, Black and Minoritised Ethnic (BME) communities, still meets regularly. Sandra Jones, the Funding Manager who represents CBT on the FREA, has for instance, worked on a presentation to the CBT Management Team with CBT's Data Analyst, Dr Emma Horrigan. The presentation sets out reasons CBT declined grant applications from BME organisations, which found for instance, that they were overrepresented in the category of organisations not funded as CBT would be the largest funder. This information is feeding into work around the future development of funding programmes.

9. The Impact and Learning Team share case studies of CBT funded DEI groups' work with the BHE Board, Grants Committee, staff and externally; and our data collection and learning through the London Community Response Fund work has also been important in better understanding the communities we work with. CBT is using these to ensure it builds an equity focus (by working to support Londoners facing disadvantage and marginalisation) when looking at our funding going forward. As part of the interim review of the Bridging Divides funding programmes and current work on developing a CBT Framework and a Funding Approach (see

the Bridging Divides – Completion of Interim Review paper in the Supplementary Agenda), it is recommended that CBT is clearer in its commitment to equity by stating: *‘We fund work which demonstrates an appreciation of the value of equity and work which supports organisations to grow internal diversity and inclusion in the sector. All funded work must demonstrate this understanding, as a minimum’.*

10. The WG is feeding into the development of the new website which is being led on by the Communications Team and ensuring DEI information is included on the current website. This has included a DEI statement drafted by Cathy Mahoney, Director of Communications and Engagement, who has also supported the Funding Team in rewording of funding streams within Bridging Divides. Most recently the ‘Tackling abuse, exploitation and hatred’ stream within the Positive Transitions programme to which has been added further clarification: *‘We are particularly keen to fund work tackling male violence against women and girls and to support work with the LGBTQIA+ community and other communities which face barriers to appropriate provision’.*
11. The data provided at **Appendix 2** by Dr Emma Horrigan, Data Analyst, on who and where we fund shows evidence of CBT’s commitment to working with equity groups. However, as we continue to see inequality and marginalisation across London, we know there is more to do. The Cornerstone Fund (a collaboration with other funders, with its focus on funding organisations working in partnership to tackle deep seated structural inequalities to improve outcomes for Londoners) has already led to CBT funded organisations such as Inclusion London and Spectra and there is the Committees backing of the work of the Baobab Foundation. Another area we are developing, is CBT support for equity civil society organisations through the new Anchors work mentioned in the Managing Director’s Update report at Item 5. This programme is being developed with organisations in the sector to provide longer-term funding that will strengthen their ability to support smaller charities. All these areas of work are examples of us meeting our mission to reduce inequality.

DEI Grants

12. **Appendix 2** provides an overview of the DEI grants awarded over the past 5 years (since the start of the 2017/18 financial year) spending estimates. This includes grants from the following programmes: Bridging Divides, Investing in Londoners, Strategic Initiatives, Anniversary Programme, Cornerstone and Stepping Stones.
13. The Grants Committee are asked to note that CBT is currently undergoing a review and update of its impact data (who the grants we are funding support), and the results provided are an estimate based on our currently available methods, which searches for key words relating to equity groups within text fields provided by the applicant.
14. There therefore may be both underestimation (grants may be missed where different words are used, words are misspelled etc) and an overestimate (grants may be included where they should not be where words are used out of context, or not appropriate for the specific equity group etc). Some programmes may also target a range of people, such as grants that support boys and girls – these will

show up in both men and boys and women and girls, whilst not specifically targeting either. The men and boys group is likely to be the largest overestimate, because “men” will be picked up in “women” using the current method.

Conclusion

15. The update within this report highlights the good work being carried out by the WG but also shows that it is not the only place DEI discussions happen across CBT, as most staff are committed to achieving DEI in all aspects of their work. The WG has been a catalyst for change and an arena to share ideas and best practice and a useful resource in delivering CBT’s vision, mission and PACIER values.

Appendices:

- Appendix 1 (Non-Public Item 19): CBT Workforce Profile
- Appendix 2: DEI Grants

Dinah Cox

Associate Director of CBT

E: Dinah.cox@cityoflondon.gov.uk

Appendix 2: DEI Grants

DEI grants 5 year giving (since the start of the 2017/18 financial year) spending estimates. This includes grants from the following programmes: Bridging Divides, Investing in Londoners, Strategic Initiatives, Anniversary Programme, Cornerstone and Stepping Stones.

	# Grants	£ Awarded	Example Grant
Men & Boys	811	£90,882,570	The Children's Society: £120,000 over two further and final years (2 x £60,000) to support boys/young men in London at risk of or affected by criminal exploitation.
Children & young people	536	£41,600,262	STORE Schools and Projects CIC: £46,400 over five years (5 x £9,820) to run after school design clubs focusing on greening the city and sustainable building technologies for state school students aged 14-18.
Disability	222	£22,216,521	Bubble Club CIC: £29,100 over three years (£9,100; £10,000; £10,000) towards the salary of a Project Manager and running costs to deliver Bubble Club's inclusive and immersive events programme for people with learning disabilities.
Older People	190	£18,594,513	Kingston Carers' Network: £127,000 over two further and final years (£66,000; £61,000) for the full-time Outreach Worker, activities and running costs of the Older Carers project,
LGBTQ+	150	£15,979,900	Why me?: £96,000 over 3 further and final years (£31,000; £32,000; £33,000) towards a Development Officer (2.5dpw), a RJ Service Manager (0.5dpw) and associated project costs, for work to enable hate crime victims from the London LGBT+ community to access restorative justice.
Women & Girls	97	£10,078,559	St Peters Community Wellbeing Projects: £20,000 over two years (2 x £10,000) towards the project of "My health matters" providing support particularly to Bangladeshi

	# Grants	£ Awarded	Example Grant
			women experiencing isolation and mental health issues.
Black and minoritized ethnic groups	68	£5,627,116	The Health Forum: £23,000 towards the development phase of a user-led partnership to mobilise local organisations and influence statutory policy and provision to reduce health inequalities amongst people from BAME communities in North West London.
Religion Catholic Jewish	7 1 6	£551,880 £10,000 £550,880	Golden Years: £27,000 over three years (£9,000 x 3) towards the salary of part-time Co-ordinator towards a programme of exercise and creative activities for older members of the Orthodox Jewish community.

Committee	Date
Bridge House Estates Grants Committee	9 March 2022
Subject: Budget monitoring report for City Bridge Trust (CBT): period ended 31 January 2022.	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045 Strategy</i> does this proposal aim to support?	1, 2 and 3
Report of: The Managing Director of BHE and The BHE & Charities Finance Director (representing the Chamberlain)	For Information
Authors: Nathan Omane, Finance Manager (Charities) Dinah Cox, Associate Director, City Bridge Trust	

Summary

This report provides a year to date (April 2021 to January 2022) financial position of City Bridge Trust (CBT) and an updated forecast for the financial year ending 31 March 2022.

CBT's latest approved budget is £109.7m comprising of £106.3m allocated to grants programme and £3.4m (net of income) to operational costs. Operational costs are split across local risk, central risk, and recharge risk. The updated forecast is £34.8m; £74.9m below an overly ambitious original budget. For the 10 months to January 2022, there was an underspend of £82.9m to budget.

The updated forecast and underspend are mainly because of a pause on funding programmes whilst an interim review of the Bridging Divides Programme took place (in light of the changed operating context resulting from the pandemic); planning and development work in framing the uplift in grant budget; and the Philanthropy House strategic initiative being under reconsideration pending greater certainty on demand and rental rates for office co-location hubs post pandemic.

Included in the year-to-date analysis is a £3m spend driven by London Community Response Fund (LCRF) commitments which were funded from BHE restricted fund held at the end of financial year 2020/21

Recommendation

- i) The Bridge House Estates Grants Committee are asked to note the report.

Main Report

Background

1. In support of the budget monitoring oversight responsibilities of the Grants Committee of Bridge House Estates Board, this report presents a financial update on CBT activities and the latest financial forecast for the year.
2. BHE holds a grant-making designated fund which represents surplus income (after meeting the responsibilities for the bridges) set aside for funding grant-making activities in the name of CBT. At the beginning of the year, the grant-making designated fund was £219.2m. This included the additional allocation of £200m

approved by the March 2020 Court of Common Council in support of both CBT's Bridging Divides grant commitments and associated operational spend. CBT's 2021/22 budget included £75m of the additional £200m allocation.

3. Table 1 below provides an overview of CBT's financial results as at the end of January 2022 and a forecast position for the 2021/22 financial year as compared to the annual budget.

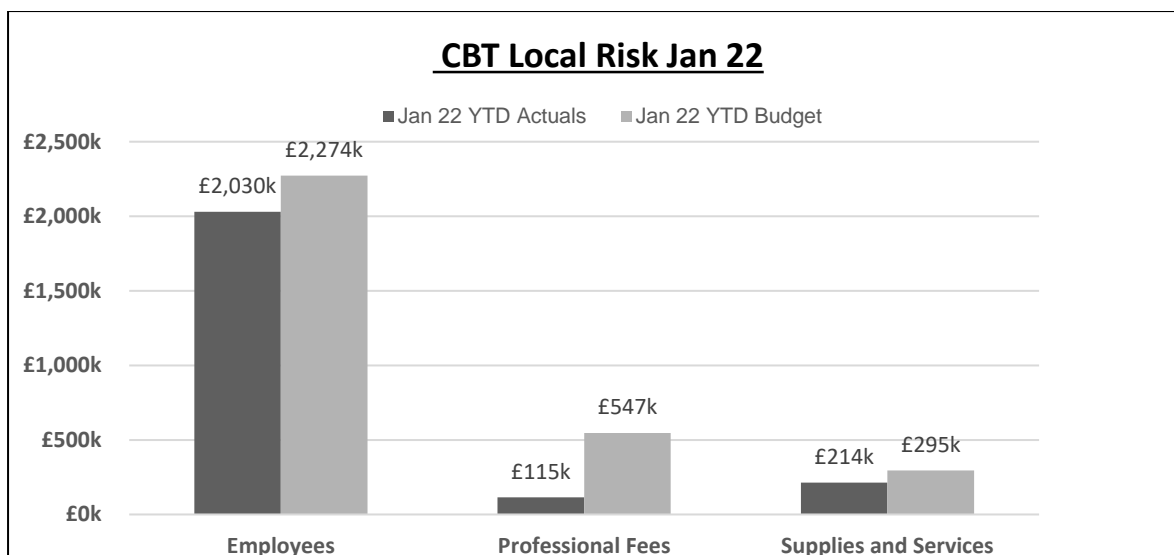
Table 1: CBT Actual Spend v Budget

	Year to Date 31 Jan 2022				Annual - 2021/22			
	Actual	Budget	Variance	Variance %	Forecast	Latest	Variance	Variance %
	£'000	£'000	£'000	%	Outturn	Approved Budget	£'000	%
Local Risk								
Employees	(2,030)	(2,274)	244	11	(2,714)	(2,720)	6	-
Professional Fees	(115)	(547)	432	79	(558)	(702)	144	-
Supplies and Services	(214)	(295)	81	27	(278)	(318)	40	-
Total Expenditure	(2,359)	(3,116)	757	24	(3,550)	(3,740)	190	5
Income	34	25	9	(38)	194	179	15	-
Total Local Risk	(2,325)	(3,091)	766	25	(3,356)	(3,561)	205	6
Central Risk								
Grants (includes non-grant expenditure)	(19,156)	(101,260)	82,104	81	(31,608)	(106,296)	74,688	70
Depreciation	(19)	(19)	-	-	(23)	(23)	-	-
Social Investment Income	199	215	(16)	7	228	250	(22)	9
Grants Income	-	-	-	-	200	200	-	-
Total Central Risk	(18,976)	(101,064)	82,088	81	(31,203)	(105,869)	74,666	71
Recharges	(187)	(187)	-	-	(224)	(224)	-	-
Total Net Expenditure	(21,488)	(104,342)	82,854	79	(34,783)	(109,654)	74,871	68

Analysis of Table 1

Local Risk

4. The graph 'CBT Local Risk Jan 22' shown below, compares the year-to-date (YTD) spend and budget for Local Risk.



Employee Costs

5. There have been changes in the CBT team with some long-serving employees either retiring or taking flexible retirement alongside recent successful recruitment of Funding Managers and Funding Officers.
6. Employee costs benefitted from budget virements of £366k from the budget earmarked to support the administration of the additional uplift in grant spend. As of 31 January 2022, there was an underspend of £244k in employee costs. With the recent recruitment, the budget should be utilised by the end of the year.

Professional Fees

7. Professional fees underspend as of 31 January 2022 was £432k. Some part of the consultancy budget earmarked to support the administration of the additional uplift in grant spend has not been incurred. Due to covid-related restrictions over the year, unannounced and compliance visits to funded organisations did not take place.
8. Philanthropy House project fees were not incurred. The project is under reconsideration due to the impact of the pandemic pending greater certainty on demand and rental rates for office co-location hubs post-pandemic.
9. Social Investment Fund advisory fees were not incurred. New social investment considerations were put on hold awaiting formal approval from the Privy Council on the completion of work on the BHE Supplemental Royal Charter and subsequent agreement of any new focus areas.

Supplies and Services

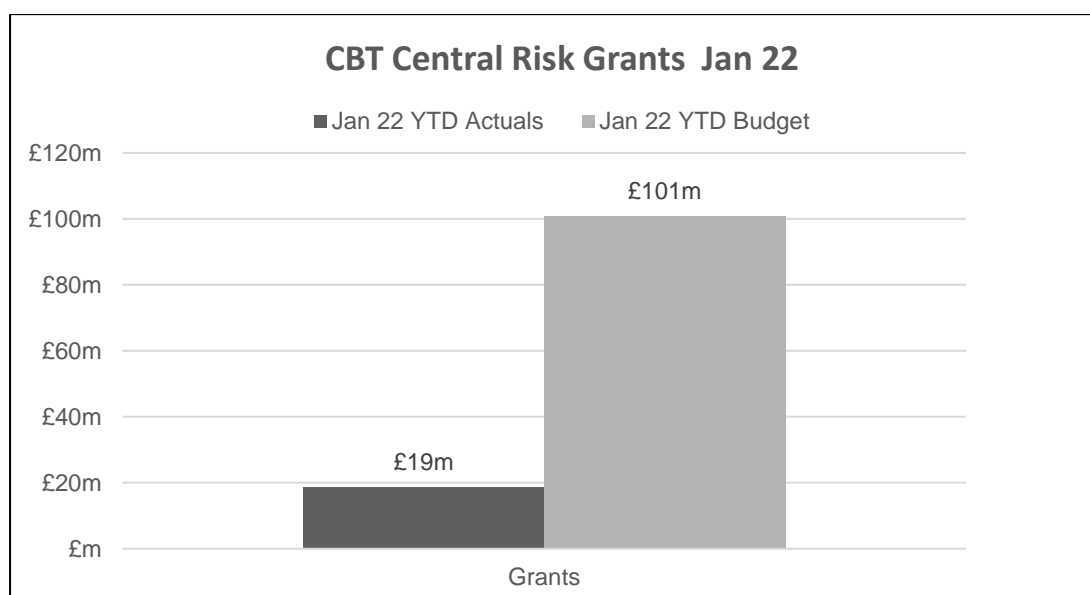
10. Planned events for funded organisations did not take place. A lengthy bidding process for the new website further contributed to the underspend on Supplies and Services of £81k. With the new website development underway, forecast underspend is £40k.

Income

11. Income of £34k relates to the Wembley National Stadium Trust contract for the ten months to 31 January 2022. The improved performance is due to the lifting of covid restrictions on events.
12. Full year income of £179k includes the expected recharge due to CBT for the support provided to the Central Grants Unit.

Central Risk

13. The graph 'CBT Central Risk Grants Jan 22' shown below compares the year-to-date (YTD) commitment and latest approved budget for Grants.



Grants

14. Grant commitments year to date 31 January 2022 were £19m against a budget of £101m. The expenditure commitments to date represent grants approved for the CBT main grant programmes in addition to those of the London Community Response Fund (LCRF). The lower expenditure is due to programmes recently coming back online after a long pause whilst the agreed interim review of the Bridging Divides funding programmes was undertaken. Also, there was a slower uptake than expected with transition funding, the predicted uptick in Bridging Divides applications has taken longer to materialise and grants yet to be committed from the additional allocation of £200m.
15. The Small Grants programme, Steeping Stones and Strategic Initiatives remained open throughout the period. With the Interim Review of the Bridging Divides programme and the impact of Covid-19, most responsive grant programmes were paused to new applicants during a significant period of the year but remained open for continuation requests. Further information on Bridging Divides responsive grants programmes can be found in the Supplementary Agenda for this meeting.

16. 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 of 31 March 2021.
17. The National Lottery Community Fund (NLCF) programme completed with £6.7m awarded in 2020/21. An unspent balance of £68k was returned to the NLCF in August 2021.
18. Detailed analysis of the grants budget can be found within Appendix 1 of the Grant Funding Activity Report (noting that the appendix covers the period to the date of that report, being 24 February 2022, whilst this report covers the period to 31 January 2022).

Social Investment Fund

19. Income on Social Investments for the ten months to 31 January 2022 was £199k against a budget of £215k.
20. The full year forecast is a shortfall of £22k due to the early repayment of a large portion of one of the fund's investments.

Grants Income

21. Grants income of £200k is the second instalment expected from Trust for London as their contribution towards the Cornerstone programme.

Depreciation and recharges

22. The charge for depreciation represents a general allocation to CBT of depreciation on the Guildhall facility.
23. 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

24. The above is in line with the revised flexible grants spending plan. The re-opening of the main grant programme led to slight increases in both grant commitments and operational spend. However, the spends are significantly low in comparison to the budget. Members are to note the updated financial position for 2021/22.

Nathan Omame

Finance Manager (Charities)

E: Nathan.Omame@cityoflondon.gov.uk

Dinah Cox

Associate Director of CBT

E: Dinah.Cox@cityoflondon.gov.uk

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Bridging Divides Eligibility Criteria

<ul style="list-style-type: none"> • Registered charity • Registered Community Interest Company • Registered Charitable Incorporated Organisation • Registered charitable industrial and provident society or charitable Bencom • Charitable company • Exempt or excepted charity 	<ul style="list-style-type: none"> • Revenue grants cannot amount to more than 50% of an organisation's turnover/income in any one year • Organisations cannot hold more than one grant at a time, except where the application is for: an eco-audit, an access audit, or is made under one of the Trust's special one-off programmes or is a strategic initiative • Grants must benefit inhabitants of Greater London
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Bridging Divides Programmes

Connecting the Capital	Positive Transitions	Advice and support
Under review (Transition funding applicable)		
Voice and leadership	Specialist support services working with children and young people.	
Growing, greening and environmental projects	Specialist support services for older people.	
Arts, sports, health and/or well-being projects for D/deaf and disabled people	Mental health support and services for people who are experiencing or at risk of homelessness or are vulnerably housed	
Reviewed and un-paused		
Infrastructure funding: capacity building and representation	Support for refugees, asylum seekers and migrants	Provision of advice and support to disadvantaged individuals
Increasing the quality and scale of giving	Support and services for deaf and disabled people	Food poverty
Place-based giving schemes	Tackling abuse, exploitation, and hatred	
Eco-audits	Criminal justice: Building settled lives for those leaving custody or serving community sentences.	
Access audits		
Access improvements to community buildings		
Pending review, but un-paused		
Small grants programme		

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Committee	Date
Bridge House Estates Grants Committee Bridge House Estates Board	9 March 2022 Delegated
Subject: London Youth: Strategic Initiative	Public
Which outcomes in the BHE Bridging London 2020-2045 Strategy does this proposal aim to support?	1 & 3
Report of: David Farnsworth, Managing Director of BHE	For Decision
Report author: Tim Wilson, Funding Director and Social Investment Fund Manager, BHE	

Summary

At its meeting in February 2022 the Bridge House Estates Board received notice of plans to submit a £500,000 funding proposal to this Committee for London Youth. Subject to this Committee's approval, the Managing Director in consultation with the Chair and Deputy Chair will then be asked to agree a funding recommendation under delegated authority before the financial year end. This paper sets out London Youth's request for £500,000 support from City Bridge Trust given income lost due to Covid-lockdowns and the ongoing value of a strong youth sector in the capital.

Recommendations

The Bridge House Estates Grants Committee are recommended to:

- a) Endorse a grant of £500,000 over five months as a one-off grant to underpin London Youth's core costs and enable its work to benefit the capital's youth organisations, for onward approval by the Bridge House Estates Board.

The Bridge House Estates Board are recommended to:

- b) Approve a grant of £500,000 to London Youth's core costs (as per the terms set out at recommendation a).

Main Report

Background

1. The Federation of London Youth Clubs (or, as it is more commonly known, London Youth) is a registered charity (number 303324) dating back to 1887 with its roots in the Ragged Schools of the nineteenth century. It started life as a movement to foster collaboration between a network of individual youth organisations, and today, the charity represents and supports 640 member organisations who work with over 100,000 young people.
2. More than half of these young Londoners live in areas characterised by poverty, and 64% are described by London Youth as being young people of colour (higher than the demographic for the capital, which is 57%). Member organisations give young people somewhere safe to go, space to form long-term relationships with trusted adults, and opportunities to develop skills that enhance their personal and

social development. Covid has had a disproportionate health and economic impact on London's poorer communities, and many of the young people served by London Youth's network have experienced lost education which is expected to result in an even greater attainment gap compared to peers.

3. In addition to its member network, London Youth (LY) runs two residential centres in rural settings close to the capital. The centres give many young people their first opportunity to learn and have fun in the countryside. Both generate unrestricted income to subsidise operations delivered elsewhere by the charity.

Proposal

4. LY requests a one-off grant of £500,000 for core operating costs (including HR, IT, Finance, Safety, Safeguarding and Governance). These activities underpin the charity's ability to provide its planned levels of delivery and sustain it as an anchor organisation for the capital's youth sector. The request follows the Covid-related closure of the charity's residential centres and income lost (in 'normal' times, 20,000 young people would attend LY's centres) along with heightened need and demand from member organisations. If awarded, LY would be in a significantly stronger position to deliver support to member organisations whose size, location or relative lack of track record makes them especially vulnerable to closure. LY would deliver organisational support to improve process management and record keeping, fundraising, workforce development, representation, and opportunities to connect with peers.
5. During the height of the pandemic, many network members made major adaptations to their delivery models (for example, focusing on alleviating food poverty). Covid has had a disproportionate health and economic impact on London's poorer communities. In addition, the young people served by the LY network have also experienced lost education with those from disadvantaged backgrounds are expected to fall even further behind. There are concerns about these young people's mental health and their potential to find work, ongoing worries about serious youth violence in the capital, with a surge in post-lockdown teenage homicides. Overall, there is an urgent need for a well-resourced and skilled intervention from London's youth sector.
6. However, London's youth sector has experienced 10 years of funding reductions, limiting its potential to support and deliver work to those young people who most need it. London Youth estimates that two-thirds of the capital's youth organisations remain 'at risk' with available funding often being too small, too restricted, or too short term.
7. Member organisations are currently focused on helping young people with their mental health, and on catching up with missed learning at school. LY wishes to continue investment in their core capabilities.

Financial Information

Year end as at 31st August	2020	2021	2022
	Signed Accounts	Draft Accounts	Forecast
	£	£	£
Income & expenditure:			
Income	6,577,398	5,341,742	6,448,387
Expenditure	(6,005,519)	(6,625,326)	(7,403,453)
Gains/(losses)	162,028	1,053,573	0
Surplus/(deficit)	733,907	(230,011)	(955,066)
Reserves:			
Total endowed	1,462,671	1,634,806	1,634,806
Total restricted	1,129,571	602,741	177,035
Total unrestricted	14,470,756	14,595,441	14,066,081
Total reserves	17,062,998	16,832,988	15,877,922
Of which: free unrestricted	3,500,729	3,300,786	2,771,426
Reserves policy target	3,002,760	3,312,663	3,701,727
Free reserves over/(under) target	497,970	(11,877)	(930,301)

8. Accounts for 2020 show a surplus, but only because of profits on the sale of property assets. Otherwise, the charity's income was below budget in this year. Draft accounts for 2021 and the 2022 forecast show deficits (with a further deficit anticipated for 2023, but not shown in the table above). The 2021 deficit is against restricted funds, but deficits are expected against both restricted and unrestricted lines by the end of the 2022 financial year.
9. Whilst the table shows London Youth holding substantial unrestricted reserves, almost £11m of these funds are designated against the value of fixed assets, for work delivering a legacy from the sale of historical assets and for digital development. The free reserve holding is therefore broadly in line with the charity's target position of funds equivalent to 6 months although it is worth noting that the value of the fund for the delivery of a legacy was £3.8m in FY2020, with funds held in liquid investments. These funds are designated for the longer-term sustainability of the charity, giving assurances that the organisation has a longer-term financial strategy in place.
10. Over three years, the table shows a steady reduction in free reserves, and this matter is discussed in the charity's 2021 draft accounts. LY used available financial support from government during the pandemic and took cost-saving measures (including redundancies). Trustees have set a 'stretch' target to rebuild reserves, and the organisation is confident it can remain a going concern.

The Recommendation

11. As the main umbrella organisation for the capital's youth work organisations, City Bridge Trust has a long funding history with the charity (see **Appendix 1**). CBT augments LY's Quality Mark scheme for members, making one-off unrestricted awards to organisations who receive this kite mark. LY holds a Cornerstone grant for the development phase of a user-led partnership focused on mental health (a new Cornerstone application is currently under assessment). CBT has supported the City Leaders' project to develop leadership potential in a cohort of young Londoners and backs a participatory grant fund for youth organisations in Redbridge. Overall, LY is an effective way for CBT to reach the capital's extensive youth work sector and support its strategic development.

12. There are structural reasons why many youth sector organisations struggle to raise funding: lacking the time and capacity for application-based fundraising; not having an eligible governance structure (for instance, not being a registered charity); and lacking the paperwork to evidence what funders look for (for example, inadequate safeguarding documentation). Funding the main sector infrastructure organisation (London Youth) is a way of helping to build the capacity of the network and to drive up quality standards.

Corporate & Strategic Implications

13. Strategic implications: The funding recommendations will support all three Bridging London strategic aims. It will be for work in line with City Bridge Trust's Bridging Divides Funding Strategy.

14. Financial implications: Funding will come from City Bridge Trust's Grants budget and has been included in budgets for 2021-22.

15. Resource implications: Grant management will be delivered by CBT Officers.

16. Legal implications: None.

17. Risk implications: None.

18. Equalities implications: The funding recommendation seek to address the ways in which Covid has amplified pre-existing inequalities through supporting positive action with younger people.

19. Climate implications: The grant funding recommendation is made in line with City Bridge Trust's value of being environmentally responsible.

20. Security implications: None,

Conclusion

21. Given the exceptional interruption to LY's usual income-generation model and the pressing needs of its membership, funding is recommended and in such a way to align with LY's current financial year as follows:

£500,000 over five months as a one-off grant to underpin London Youth's core costs and enable its work to benefit the capital's youth organisations.

Appendices

- Appendix 1: Funding History
- Appendix 2: Strategic Initiative filters

Tim Wilson

Funding Director and Social Investment Fund Manager

E: tim.wilson@cityoflondon.gov.uk

Appendix 1: City Bridge Trust Funding History for London Youth

ID	Type	Meeting Date	Decision
19141	Strategic Initiatives	09/03/2022	£100,000 over a further two years for the salary costs of a Membership Development Manager and related costs for a programme to support the development and capacity of youth organisations in several outer London boroughs, with a current focus on Redbridge.
18926	Strategic Initiatives	06/12/2021	£50,000 for a participatory-based grant fund for local youth organisations in Redbridge. The funds will be awarded by a panel and processes as agreed by the City Bridge Trust.
18714	Cornerstone Fund	30/09/2021	£25,000 towards the development phase of a user-led partnership to develop community-based, culturally appropriate interventions to improve young people's mental health, in particular post-pandemic, on condition that suitable mental health specialist partner(s) are included in the partnership.
17555	COVID19 London Community Response Fund	17/09/2020	Towards the costs outlined in your application for the re-configuration of youth services in London post covid-19
17558	Strategic Initiatives	17/09/2020	a) £97,000 towards the costs of a package of support through to January 2022 to organisations funded by the Young Londoners Fund. b) Provision of a fund of £150,000 for individual Awards for organisations achieving the London Youth Quality Mark.
16798	COVID19 London Community Response Fund	08/07/2020	A grant of £49,962 to fund the essential and urgent costs outlined in the application, so that the organisation can carry on providing support to Londoners.
15858	Strategic Initiatives	30/01/2020	£50,000 over one year for the salary costs of a Membership Development Manager and related costs for a programme to support the development and capacity of youth organisations in several outer London boroughs.
15216	Bridging Divides	21/03/2019	£390,000 over three years towards the costs of the City Leaders project.
15198	Strategic Initiatives	31/01/2019	£320,000 over three years to London Youth to deliver a programme of training and support to enable eligible organisations in receipt of Young Londoners Fund grants to achieve the London Youth Quality Mark.
14493	Strategic Initiatives	31/01/2018	£400,000 towards a series of activities and programmes for member organisations and young people.
13854	Investing in Londoners - partnership programme	10/01/2017	£150,000 to continue the London Youth Quality Mark Awards scheme until the implementation of your new programmes in 2018.
13221	Strategic Initiatives	28/01/2016	£27,000, for the development phase of the City Leaders project; £240,000 over one year for the pilot phase, plus an additional £12,000 by way of external evaluation to evaluate the pilot as it progresses.
12727	Stepping Stones	09/07/2015	£50,000 over 12 months to develop social investment financing plans for London Youth's Build It programme for young people in the construction trades.
12793	Investing in Londoners	13/05/2015	£103,000 over two years for the salary and support costs of a project to develop the capacity of London's voluntary youth sector to evidence and advocate for the value of its work.
12215	Strategic Initiatives	13/03/2014	£216,000 over three years for the revenue costs of delivering the Inclusion project.
12198	Investing in Londoners - partnership programme	12/02/2014	London Youth Quality Mark Awards.
11596	Working with Londoners	18/04/2013	£55,000 for a third and final year's support of the Urban Nature initiative. The grant will provide for the salary costs of a f/t Project Co-ordinator plus associated support and delivery costs.
9825	Working with Londoners	18/03/2010	£100,000 over two years (2 x £50,000) for the salary of a Project Co-ordinator and associated running costs of a project to engage, educate and support young people as environmental champions.

Appendix 2: Strategic Initiative Filters

FILTERS	
<i>Will The pro-active grant:</i>	
Further the Trust's Vision and Mission (a fairer London & tackling disadvantage)?	Y
Support work within one of existing Bridging Divides programmes (BD)?	
Or, meet a clear need that has arisen since (BD) were agreed?	Y
Have the potential for impact beyond that of an individual reactive grant or number of individual grants?	Y
Be affordable within the agreed annual budget (from the Trust alone or in combination with other funders) and, looking forward, leave sufficient budget to meet anticipated pro-active grants for the remainder of the financial year?	Y
Be made to an organisation(s) that conforms to the Trust's eligibility criteria and has the capacity and expertise to deliver the work?	Y
PRIORITISATION GUIDANCE	
Evidence	
Is there external and/or internal research and information that supports the need for the proposed grant?	Y
Is there external and/or internal research and information that indicates the approach proposed in the grant will be successful?	Y
Is there evidence that indicates the work will be hard to fund from other sources?	Y
Impact	
Will the grant tackle a root cause(s), or positively influence policy or practice?	Y
Will the work/approach funded be replicable?	N
Does the grant provide an opportunity to strengthen Civil Society in London?	Y
Is the work sustainable beyond the period of the grant?	Y
Can the impact of the work be measured through evaluation?	N

Committee	Date
Bridge House Estates Grants Committee Bridge House Estates Board	9 March 2022 Delegated
Subject: Alliance Partnerships – John Lyon’s Charity (ref:19148)	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045 Strategy</i> does this proposal aim to support?	1,3
Which outcomes in City Bridge Trust’s funding strategy, <i>Bridging Divides</i>, does this proposal aim to support?	Reducing inequalities, Every Voice Counts, Progressive, Collaborative, Inclusive, & Representative values.
Does this proposal require extra revenue and/or capital spending?	No (Funding allocation from BHE designated grant making fund)
If so, how much?	£1,020,000
What is the source of Funding?	<i>Bridging Divides</i> allocation 2021-2022.
Has this Funding Source been agreed with the BHE & Charities Finance Team (representing the Chamberlain)?	Yes
Report of: David Farnsworth, Managing Director of BHE	For Decision
Report Author: Stewart Goshawk, Acting Funding Director	

Summary

This report requests funding from City Bridge Trust (CBT) of £1,020,000 (representing £1m for grants expenditure and £20,000 for operational costs) towards a partnership with John Lyon’s Charity, seeking to support organisations working with children and young people in west and north-west London. A payment schedule will be agreed in line with grant commitments and payments to enable immediate need to be met. At the last Grants Committee meeting, the Committee approved expenditure on the first two proposals under the Alliance Partnerships initiative, with awards made to ROSA and to the GLA and the allocation of £15m to a pot for future Alliance Partnerships proposals. This is the next such project, making use of CBT funding to enhance the established work of other reputable funders in Greater London, in support of work that meets CBT’s objectives.

Recommendations

It is recommended that the Bridge House Estates Grants Committee:

- a) Endorse a grant of **£1,020,000**, as an Alliance Partnership, for onward approval by the Bridge House Estates Board, to John Lyon’s Charity, registered charity no:

237725, towards its Recovery Fund, providing grants to strengthen children & young people's organisations. £1m of the award is to supplement JLC's grant-making, with the additional £20,000 as a contribution towards its costs of administering these funds. The funding is to be restricted to support organisations benefitting Londoners.

A payment schedule will be drawn up, allowing the funds to be paid to JLC in instalments, enabling payments to be received prior to onward grants being committed/paid.

It is recommended that the Bridge House Estates Board:

- b) Approve a grant of £1,020,000, as an Alliance Partnership, to John Lyon's Charity (registered charity no. 237725) (as per the terms endorsed by the Grants Committee at recommendation a.)

Main Report

Background

1. This report seeks the BHE Grants Committee and BHE Board's support for a new Alliance Partnership proposal, in partnership with the John Lyon's Charity.
2. CBT has engaged in collaborative funding practices for much of its 25-year history – particularly, but not limited to, its support of London's voluntary and community sector infrastructure.
3. It has widely been agreed across the sector that collaborative funding approaches are required for a thriving civil society and should form a healthy part of the overall funding ecosystem. Reports by London Funders¹, ACF², IVAR³, and CBT's own commissioned reports from learning partner Renaisi⁴ have consistently recommended that independent funders, such as CBT, with the ability to work collaboratively, should do so as far as possible.

John Lyon's Charity

4. The John Lyon's Charity (registered charity no: 237725) is a grant-making charity well-known to CBT. JLC is historically connected with Harrow School and its area of benefit is the eight boroughs and the City of London that follow the Harrow Road through west and north-west London. It funds work supporting the needs of children & young people, both general "youth club" and holiday scheme provision, as well as specific support around poverty relief, mental well-being and educational attainment.

¹ [London Funders, 2021: London Community Response learning Reports](#)

² [ACF, 10 Pillars of Stronger Foundations](#)

³ IVAR, 2016: [Funder Collaboration: is it worth it?](#)

⁴ Various iterations have been included in papers over time, copy of most recent review available on request.

5. CBT and JLC have worked closely in partnership a number of times over the years. More long-standing members will recall the “Fear and Fashion” initiative of the late 2000s, where the two were part of a coalition of funders addressing the issue knife crime in London. More recently, CBT has been part of a successful funder collaboration with JLC in the establishment of the first three Young People’s Foundations in Harrow, Brent and Barnet.
6. JLC recently celebrated its 30th anniversary as a grant-maker, although the charity itself is centuries old. In that time, JLC has become one of London’s most respected funders and a critical supporter and advocate of work with the capital’s young people.
7. During the pandemic, JLC was a key player in the London Community Response initiative, contributing significant levels of funding, staffing and expertise to funders’ collective response to the needs of the capital’s communities over the past two years.
8. In recent months, JLC has been looking at how it might best focus its response to the needs of the children & young people’s sector within its area of benefit. It is a matter of common knowledge that young people have been disproportionately affected by the pandemic, whether through the disruption of their education or the effects on their physical and mental well-being of lockdowns and the lack of support services to assist those in greatest need.
9. In response, JLC has devised a new over-arching strategy for its grant-making *Home-School-Community*, which looks to target its funding through these three distinct environments where young people spend their time and receive support. Different kinds of interventions will work best within each of these situations, helping young people to achieve their potential.
10. JLC has committed to using an additional £22million from its endowment funds (on top of its £12m/year of ongoing annual grantmaking) to support its *Home-School-Community* work, underlining the importance it attaches to it. JLC’s evidence is that the pandemic period has exacerbated a long period of serious decline in both the quantity and quality of services that are available to young people. In particular, the funding available to youth services from statutory sources has declined significantly over the past decade, on top of which the pandemic and lockdown restrictions have added yet further difficulties. Many young people’s projects are having to rely on short-term, insecure and scarce funding, making planning for the future all but impossible.
11. One of the first key elements of the *Home-School-Community* work is the **Recovery Fund**. This is an early and positive response to ensure the survival of organisations struggling to do so. In order to benefit, a group must be assessed as having longer term viability:
 - a. Are they integral to the local community, responding to local demands, with those in need clearly suffering if the organisation were to be lost?
 - b. Are they well networked into their area?
 - c. Is the service they provide not available elsewhere locally?

- d. Is their business model sound?
 - e. Are there no other options to help them through?
12. JLC is committing £5m of the above-mentioned £22m to the Recovery Fund. This work is a significant and important step to ensure that organisations in deep financial difficulty through no fault of their own, have the capacity to survive – and only then can they flourish. The Recovery Fund will provide three-year grants of up to £50,000 per annum. At that level, the funding allocated would allow for around thirty local organisations to be supported. JLC is though aware that across their eight boroughs, the demand is far greater than this.
13. JLC made their first Recovery Fund awards in mid-2021 and they are expecting to make the next tranche of awards soon.
14. In order to qualify for a Recovery Fund grant, an organisation must:
- a. Have previously been funded by JLC – so all beneficiary organisations will be registered charities (JLC only funds registered charities) which have passed due diligence checks during pre-covid times;
 - b. Provide services for children & young people living in the JLC beneficial area;
 - c. Have suffered a significant loss of income during the pandemic eg earned income, fundraising, events, dinners, facilities hire etc as well as grant income;
 - d. Make the case that core income is essential to safeguard vital community services for children & young people.
15. It is clear that a grant to JLC as part of the Alliance Partnerships could help them increase the support available to a part of London's communities that has always been a priority for CBT and which is in need of significant support, if it is to recover strongly from the pandemic.
16. In conversation with JLC, they have identified that with addition funding they would be able to achieve more by:
- a. providing grant aid to more organisations for longer;
 - b. supporting organisations struggling due to exponential growth in service demand as much as loss of core income;
 - c. providing short-term consultancy support alongside the grant aid to assist with eg business planning, restructuring;
 - d. targeting support on eg the disability / mental health sectors, where there has been the dual issue of decreasing income and increase in demand.
17. It was also previously agreed that CBT would consider modest requests from Alliance partners for funds toward the additional costs that will be incurred by them in administering the grants funds we are donating to them. JLC estimates that it will cost £20,000 to support an additional £1m in Recovery Fund grant awards.
18. A contribution of £1m (plus £20,000 for operational costs) to supplement JLC's £5m would make an appreciable difference to the reach and scope of the Recovery Fund.

John Lyon's Charity - Funding History

19. Whilst CBT has worked with JLC on different initiatives over many years, CBT's only direct funding to JLC is as below in respect of the development of Young People's Foundations. Where CBT has worked jointly on other initiatives, CBT have been the holding recipients of JLC funds.

Date	Grant amount	Grant purpose
Sept 2015	£300,000	towards the salary and operational costs of Young People's Foundations in Brent, Harrow and Barnet for one year
July 2017	£300,000	towards the salary and operational costs of Young People's Foundations in Brent, Harrow and Barnet for one year
March 2018	£300,000	towards the salary and operational costs of Young People's Foundations in Brent, Harrow, Barnet, Camden, City of Westminster and Hammersmith & Fulham for one year

John Lyon's Charity – Financial Information

20. JLC is an endowed charity, with total assets of property and investment approaching a value of £400m. These date back to conveyances by the original John Lyon himself in the sixteenth century.

21. Grants expenditure for 2020/21 and 2021/22 is forecast to be higher than in previous years due to the agreed need to increase expenditure to support communities during the pandemic. This resulted in an overall deficit for the charity of some £7.1m and a predicted deficit of £8.4m for 2021/22 before capital gains/losses.

22. Due to the planned additional expenditure of £22m, the charity may incur some deficits even after consideration of investment and property gains & losses. Nevertheless, the endowment remains a significant asset for the charity and the charity has capacity to absorb this carefully planned additional expenditure.

Year end as at 31st March	2021	2022
	£k	£k
	Audited accounts	Budget
Income	8,720	8,566
Expenditure	15,864	16,929
Net surplus/ (deficit)	(7,144)	(8,363)
Net gains / (losses) on investments	31,767	4,061
Net gains / (losses) on property	21,704	-
Total surplus / (deficit)	46,327	(4,303)
Total funds	391,725	387,422

23. At the Grants Committee's previous meeting, the Committee agreed that Alliance Partnership funding will be awarded in order to advance the mission and vision of the Bridging Divides Strategy, and usually will not be awarded to augment the "business as usual" day to day operations of other funders. *The support needs of children & young people are clearly central to Bridging Divides.*
24. The Grants Committee also agreed that key features of recommendations for Alliance Partnership funding should include:
- The funds will be awarded to established funders, with a track record of delivering grant funding programmes, where the organisation's primary aim (or primary aim within civil society) is funding. *JLC is clearly an established funder, with grant-making as its principal business.*
 - The funds will be awarded towards grant programmes which are in development, or recently begun, and which have a finite end point (this could include phased initiatives). *The JOC Recovery Fund is a time-limited programme, which began in mid-2021.*
 - Initiatives to be funded must have involved significant scoping/evidence review work, where the funder has specialist knowledge of the funding theme/priority that is additional to CBT's own reach. Evidence can include expertise by experience, including direct/lived experience. *JLC is an authority within the trusts and foundations world on the needs of children & young people, with knowledge accumulated over decades of involvement in this field.*
 - The organisation receiving funds must be able to adequately ring-fence funding for onward distribution to work which benefits Londoners. *JLC's own area of benefit is a sub-region of Greater London, so there is no issue here.*
25. This proposal therefore passes each of these four tests.

Conclusion

26. The award of a grant of £1million to the John Lyon's Charity (plus an additional £20,000 towards operational costs) as part of the Alliance Partnerships initiative will make an appreciable difference to the quality of life for many children & young people living in west and north-west London. JLC is an acknowledged expert in this area of charitable funding and their new initiative is based on clear evidence and knowledge of the sector and how it has been affected by the pandemic. Organisations are struggling financially at a time when demand on their services is every-increasing. This funding will augment the £5million committed by JLC itself, allowing an expansion in the scope and depth of the support that can be offered and a payment schedule will be agreed in line with grant commitments and payments, enabling them to distribute funds to frontline organisations as quickly as possible.

Stewart Goshawk

Acting Funding Director

E: stewart.goshawk@cityoflondon.gov.uk

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Committee	Date
Bridge House Estates Grants Committee Bridge House Estates Board	9 March 2022 Delegated
Subject: Alliance Partnership – United St Saviour’s Charity (ref:19149)	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045</i> Strategy does this proposal aim to support?	1,3
Which outcomes in City Bridge Trust’s funding strategy, <i>Bridging Divides</i>, does this proposal aim to support?	Reducing inequalities, Every Voice Counts, Progressive, Collaborative, Inclusive, & Representative values.
Does this proposal require extra revenue and/or capital spending?	No (funding allocation from BHE designated grant making fund)
If so, how much?	£500,000
What is the source of Funding?	<i>Bridging Divides</i> allocation 2021-2022.
Has this Funding Source been agreed with the BHE & Charities Finance Team (representing the Chamberlain)?	Yes
Report of: David Farnsworth, Managing Director of BHE	For Decision
Report Author: Stewart Goshawk, Acting Funding Director	

Summary

This report requests funding from City Bridge Trust (CBT) of £500,000 towards a partnership with the United St Saviour’s Charity, seeking to support organisations working with disadvantaged communities in the London Borough of Southwark, as part of the Alliance Partnerships initiative. This is part of the programme, making use of CBT funding to enhance the established work of other reputable funders in Greater London, in support of work that meets CBT’s objectives.

Recommendation

It is recommended that the Bridge House Estates Grants Committee:

- a) Endorse a grant of **£500,000**, as an Alliance Partnership, for onward approval by the Bridge House Estates Board, to the United St Saviour’s Charity (USSC), registered charity no: 1103731, towards its work supporting disadvantaged communities in London Borough of Southwark.

The funding is to be restricted to support organisations benefitting Londoners. A payment schedule will be drawn up, allowing the funds to be paid to USSC in instalments, enabling payments to be received prior to onward grants being committed/paid.

It is recommended that the Bridge House Estates Board:

- b) Approve a grant of £500,000, as an Alliance Partnership, to the United St Saviour's Charity (registered charity no. 1103731) (as per the terms endorsed by the Grants Committee at recommendation a.)

Main Report

Background

1. This report seeks the BHE Grants Committee and BHE Board's support for a new Alliance partnership proposal, in partnership with the United St Saviour's Charity.
2. CBT has engaged in collaborative funding practices for much of its 25-year history – particularly, but not limited to, its support of London's voluntary and community sector infrastructure.
3. It has widely been agreed across the sector that collaborative funding approaches are required for a thriving civil society and should form a healthy part of the overall funding ecosystem. Reports by London Funders¹, ACF², IVAR³, and CBT's own commissioned reports from learning partner Renaisi⁴ have consistently recommended that independent funders, such as CBT, with the ability to work collaboratively, should do so as far as possible.

United St Saviour's Charity

4. The United St Saviour's Charity (USSC) (registered charity no: 1103731) is a grant-making charity and almshouse provider in the London Borough of Southwark, with a history dating back to the Middle Ages.
5. As a local endowed charity, USSC has always been recognised for its knowledge and expertise in LB Southwark. Their involvement there for so many years means that they have a deep understanding of the local issues and how these are affected by external circumstances.
6. Over the past two years, USSC has played a critical local role during the pandemic. Establishing the Southwark Community Response Fund, as part of the London

¹ [London Funders, 2021: London Community Response learning Reports](#)

² [ACF, 10 Pillars of Stronger Foundations](#)

³ IVAR, 2016: [Funder Collaboration: is it worth it?](#)

⁴ Various iterations have been included in papers over time, copy of most recent review available on request.

Community Response initiative, they operated a pooled fund of some £0.6m on behalf of local charitable and commercial donors, to ensure that funds were directed efficiently and effectively to where they were most needed.

7. Previously, after the London Bridge terror attack in 2017, USSC was instrumental in the co-ordination of local charitable donations and support for individuals and businesses directly affected. In this work, they liaised closely with the London Emergencies Trust, with which CBT has close links.
8. USSC's other historic activity is as a provider of accommodation, through the ownership and management of 75 almshouses for older people, located around the borough. These are a small but important piece in the overall local housing provision.
9. USSC operates around three priority areas, all of which chime with the themes in CBT's Bridging Divides Strategy:
 - a. Levelling the playing field – interventions for people experiencing social and economic disadvantage.
 - b. Strong, resilient communities – investing in organisations promoting a more inclusive, supportive society.
 - c. Positive Ageing – improving the quality of life and wellbeing of local older people.
10. Over the past eighteen months, USSC has noticed significant rises in demand for support from local people impacted by the pandemic, exacerbating their struggles during the years of austerity.
11. Five areas of particular concern have been highlighted:
 - a. Financial stress – households struggling to pay the bills, with changes to tax and benefits, as well as inflationary pressures, all on top of the pandemic.
 - b. Young people – issues around mental health, education and gangs.
 - c. New migrant communities – lacking severely in social support, badly housed with limited incomes and workplace exploitation.
 - d. Older people – significant impact on physical and mental well-being during lockdown and an identifiable reticence to rejoin society.
 - e. Housing crisis – issues around the supply and quality of housing stock. A noticeable increase in the use of temporary accommodation.
12. Towards the end of 2021, USSC opened its latest round of applications to its regular grant-giving. The outcome was a fourfold increase in the number of funding applications received, reflecting the perceived levels of need, but at a level that a parochial funder of USSC's resources could never hope to meet.
13. Two particular issues emerged, illustrating the difficulties many organisations are facing:

- a. those that had repurposed their services during lockdown e.g., for the provision of food and essentials but which are now looking to revert back to their original core activities but still under pressure to deliver their emergency work; and,
 - b. those that have survived financially this far, but which have exhausted all their internal options for funding, cutting, reshaping etc., earned income and fundraising has yet to recover and grant funding remains elusive from many of the “go-to” funders.
14. To help meet this level of demand, the USSC trustees are providing an additional £200k from their reserves, making a pot of £900k available for distribution.
15. Nevertheless, many requests will go unsupported. There are also conversations being had with organisations on how they can reconfigure their services using fewer resources.
16. A grant of £500k to supplement what USSC is able to release would enable more organisations to be funded for longer periods.
17. In USSC is also highly adept at distributing small grants to smaller organisations, reaching right into the heart of local communities. Additional funding from CBT would help support this critical part of USSC’s work to build sustainable local communities.

United St Saviour’s Charity – Funding History

18. CBT has previously awarded one grant to USSC, as below. This grant does not benefit any of USSC’s own activities – it is acting only as the host for the funding.

Date	Grant amount	Grant purpose
Nov 2020	£261,520	for the costs of Southwark Giving, the grant representing the final four years of a £326,900 award originally made to Community Southwark

United St Saviour’s Charity – Financial Information

19. USSC is an endowed charity, with total assets of property and investments worth in excess of £50m (of which their endowment is £39m). These date back to the aggregation of parish funds and other donations from Tudor times.
20. Grants expenditure for 2020/21 was £1.13m. Other expenditure was incurred on the management of the almshouses owned by USSC and on the administration of the charity and its investments. Expenditure for 2021/22 is slightly down across the charity. Despite the pandemic, USSC returned an unrestricted surplus in 2020/21 and is forecast to do so again in 2021/22, reducing expenditure to reflect reduced anticipated income. This has enabled USSC to retain a significant degree of financial stability, exceeding its reserves target of 8 months annual expenditure.

Year end as at 31st March	2021	2022
	£	£
	Audited accounts	Forecast
Income	3,045,368	2,556,466
Expenditure	2,537,085	2,022,325
Net surplus (deficit)	508,283	534,141
Net gains / (losses) on investments	1,481,310	858,350
Total surplus / (deficit)	1,989,593	1,392,491
Total funds	50,639,329	52,031,820
Endowment funds	38,955,564	39,813,914
Restricted funds	27,289	0
Unrestricted funds	11,656,476	12,217,906
	50,639,329	52,031,820

Consideration as an Alliance Partnership

21. At the last Grants Committee meeting, the Committee agreed that Alliance Partnership funding would be awarded in order to advance the mission and vision of the Bridging Divides Strategy, and usually will not be awarded to augment the “business as usual” day to day operations of other funders. Key features of recommendations for Alliance Partnership funding should include:

- a. The funds will be awarded to established funders, with a track record of delivering grant funding programmes, where the organisation’s primary aim (or primary aim within civil society) is funding. *USSC has a long-established history of grant support in LB Southwark and combines this with the management of its almshouses as its principal activities.*
- b. The funds will be awarded towards grant programmes which are in development, or recently begun, and which have a finite end point (this could include phased initiatives). *The funding will be used towards meeting current funding needs of local applicants, demonstrated within USSC’s latest grants round.*
- c. Initiatives to be funded must have involved significant scoping/evidence review work, where the funder has specialist knowledge of the funding theme/priority that is additional to CBT’s own reach. Evidence can include expertise by experience, including direct/lived experience. *USSC has deep and specialist*

knowledge of life in LB Southwark and directs funding into those communities that are most marginalised, many of which would fall outside the scope of CBT funding, whilst still meeting the aims of Bridging Divides.

- d. The organisation receiving funds must be able to adequately ring-fence funding for onward distribution to work which benefits Londoners. *USSC works specifically in LB Southwark and so fully fits within CBT's area of benefit.*

22. It is therefore clear that USSC fully meet the criteria to receive Alliance Partnership funding.

Conclusion

23. Awarding £500,000 to the United St Saviour's Charity to augment its local grant-making supports CBT's vision for a London where all communities can thrive. It will extend the reach of CBT funding into communities within one of the most deprived of London boroughs, which would not customarily access your funding. The Alliance Fund concept itself speaks to the values of being progressive, adaptive, collaborative, inclusive and representative. Alliance Partnerships represents a unique opportunity to expend uplift funds in a collaborative, collegiate manner facilitating the sustainability of civil society organisations including fellow funders. It demonstrates CBT's commitment to funding work which most meets our mission and values, regardless of whether CBT itself is in the driving seat of delivering the funding. A payment schedule will be agreed in line with grant commitments and payments, allowing USSC to meet immediate needs.

Stewart Goshawk

Acting Funding Director

E: stewart.goshawk@cityoflondon.gov.uk

Committee	Date
Bridge House Estates Grants Committee Bridge House Estates Board	9 March 2022 Delegated
Subject: Alliance Partnerships – Trust for London (19207, 19208)	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045</i> Strategy does this proposal aim to support?	1,3
Which outcomes in CBT’s funding strategy, <i>Bridging Divides</i>, does this proposal aim to support?	Reducing inequalities, Every Voice Counts, Progressive, Collaborative, Inclusive, & Representative values.
Does this proposal require extra revenue and/or capital spending?	No (funding allocation from BHE designated grant making fund)
If so, how much?	£3.5m
What is the source of Funding?	<i>Bridging Divides</i> allocation 2021-2022
Has this Funding Source been agreed with the BHE & Charities Finance Team (representing the Chamberlain)?	Yes
Report of: David Farnsworth, Managing Director of BHE	For Decision
Report Authors: Sam Grimmett Batt, Funding Director, Aasha Farah, Funding Manager, James Lee, Programme Manager, CBT.	

Summary

This report requests funding of £3.5m be awarded to Trust for London (TFL) for use toward onward grants and funder plus¹ support within two new funds: a Racial Justice Fund (RJF) [19207] (accounting for £2m of the award) and a Disability Justice Fund (DJF) [19208] (accounting for £1.5m of the award) as an “Alliance Partnership”. Alliance Partnerships utilise BHE funds designated for grant making to advance the mission and vision of the Bridging Divides Strategy and are awarded to established funders towards programmes where the receiving organisation has a specialist knowledge which is additional to CBT’s own, and/ or where the organisation has undertaken significant scoping and evidence review in developing the programme. Recipients of Alliance Partnership awards must also be able to restrict funds for use in work that benefits Londoners only.

Recommendations

It is recommended that the Bridge House Estates Grants Committee:

¹ Funder Plus includes capacity building activity such as help with fundraising plans, business plans, or governance support.

1. Endorse a grant of **£3.5m**, as an Alliance Partnership, for onward approval by the Bridge House Estates Board, to Trust for London [charity no: 20529] for onward grantmaking as part of two funds:
 - a. £2m for the Racial Justice Fund which will directly resource Black and minority-led organizations working at the intersections of racial and economic justice to address systemic policies and inequities. The funding is to be restricted to support organisations benefitting Londoners.
 - b. £1.5m for the Disability Justice Fund, providing grants to strengthen the disability movement in London by supporting organisations led by Deaf and Disabled people to grow in effectiveness, power, and influence. The funding is to be restricted to support organisations benefitting Londoners.

A payment schedule will be drawn up, allowing the funds to be paid to TFL in instalments over the course of the grant commitment period and to be received prior to onward grants being committed/paid.

It is recommended that the Bridge House Estates Board:

2. Approve a grant of £3.5m, as an Alliance Partnership, to Trust for London [charity no: 20529] (as per the terms endorsed by the Grants Committee at recommendation 1a and 1b).

Main Report

Background

1. This report seeks support for a recommendation to partner with Trust for London (TFL) on two distinct but related funding initiatives. Each initiative is covered in a separate section of the report for clarity.
2. CBT has engaged in collaborative funding practices for much of its 25-year history – particularly, but not limited to, its support of London’s voluntary and community sector infrastructure. It has widely been agreed across the sector that collaborative funding approaches are required for a thriving civil society and should form a healthy part of the overall funding ecosystem.
3. At the Grants Committee meeting on 6th December 2021, the Committee agreed to earmark up to £15m toward a series of ‘Alliance Partnerships’ which would advance the mission and vision of the Bridging Divides Strategy. It was agreed that Alliance Partnerships could be awarded where:
 - a. The funds will be awarded to established funders, with a track record of delivering grant funding programmes, where the organisation’s primary aim (or primary aim within civil society) is funding;

- b. The funds will be awarded towards grant programmes which are in development, or recently begun, and which have a finite end point (this could include phased initiatives);
 - c. Initiatives to be funded must have involved significant scoping/evidence review work, where the funder has specialist knowledge of the funding theme/priority that is additional to CBT's own reach. Evidence can include expertise by experience, including direct/lived experience; and,
 - d. The organisation receiving funds must be able to adequately restrict funding for onward distribution to work which benefits Londoners.
4. The proposal in this report meets the above criteria and, if approved, would see CBT strengthen its commitment to supporting some of the most disadvantaged Londoners through a partnership that will multiply the impact of the funding we have available.

About TFL

5. TFL is an independent charitable foundation which aims to tackle poverty and inequality in London and its root causes. It was established in 1891 as the City Parochial Foundation and changed its name to TFL in 2010. 2019 was its second year of delivering its five-year funding strategy to tackle poverty and inequality in London. It does this by funding voluntary and community groups (in 2019 it made 128 grants totaling £9.9m), developing strategic initiatives engaging in work on key issues to accelerate change to reduce poverty and inequality, commissioning independent research, supporting social investment, providing support and training to campaigners and sharing knowledge and expertise on London's social issues.
6. Like CBT, TFL has a long history of funding civil society in London and like BHE it is an old organisation. It is a longstanding ally and close partner for many significant initiatives that CBT has supported in London. With a shared geographic focus, both TFL and CBT find alignment in the areas of work we fund and our vision, mission, and commitment to supporting a more sustainable, equitable and inclusive London.
7. TFL would host both initiatives and administer the funds, therefore if the recommendation to contribute is agreed, then the grant would be payable to them. You have, of course, a track record with this type of arrangement and a long collaborative history with TFL – going back to the Fear & Fashion initiative begun in 2006 to the recent partnerships on the Moving on Up and the Strengthening Voices Realising Rights projects (see Appendix one and two). TFL would also coordinate all the processes and stakeholders, including the recruitment and induction of advisors.

TFL – Recent funding history

Funding	Year
£62,000 to TFL - £50,000 for match funding to projects and £12,000 towards the costs of managing, administering, and evaluating the pilot crowdfunding programme.	2016
£100,000 towards the overall costs of the Citizenship and Integration Initiative.	2017
£300,000 towards Phase 2 of the Moving on Up strategic initiative to improve employment outcomes for young black men in London.	2018
£300,000 to establish a joint fund to support the extension and sustainability of Deaf and Disabled People’s Organisations (DDPOs) in providing access to advice, support, and voice for disabled Londoners.	2018
£400,000 to establish a joint fund for Phase 2 of the Strengthening Voices Realising Rights initiative to support work that tackles some of the root causes of poverty and disadvantage amongst Deaf and Disabled Londoners.	2019
£840,000 to extend the current Moving on Up and the Strengthening Voices Realising Rights projects for an additional two years.	2021
£35,000 towards the access costs of disabled commissioners participating in the Commission on Social Security led by Experts by Experience.	2021

About the Racial Justice Fund (RJF)

8. Evidence has shown that there is a link between race and poverty in the UK. Black, Asian and minority ethnic households are twice as likely to be living in poverty as their white counterparts.² Data on employment, health, housing, criminal justice, wealth, and education outcomes persistently show disparities based on race.
9. These disparities have been further exacerbated by Covid-19, revealing the heightened and lasting impacts on BAME communities. Although there has been progress on improving the outcomes around the aforementioned areas, poverty and inequality still prevail.
10. The RJF is aimed at addressing racial injustice with a specific focus on increasing economic empowerment amongst London’s Black and minoritised communities. Increasing the economic empowerment of BAME communities is important in addressing other areas where inequalities exist.

² [Social Metrics Commission: Measuring Poverty, July 2020](#)

11. Research published by Ten Years' Time has found that structural and systemic change occurs once funders, who are uniquely positioned to build relationships and share learning, collaborate with marginalised people³. The RJF seeks to address systemic structures by collaborating with the organisations which are best placed to establish solutions that remedy the social and economic inequities they experience.
12. The fund will directly resource Black and minority-led organisations working at the intersections of racial and economic justice to address systemic policies and inequities. It will also bring new voices, build alliances, and pilot new ideas to address the root causes of poverty and inequity and to contribute to longer-term systemic change. An open application process for funding will be instigated with proposals expected to work towards the following outcomes:
 - a. Increased income and wealth / economic wealth among Black and minoritised communities in London;
 - b. Black and minoritised communities and organisations are better placed to tackle economic injustice;
 - c. Reduced levels of poverty within these communities; and,
 - d. Strengthening organisations ability to campaign and the infrastructure to support that, on policy influencing work on employment, housing, social security, immigration, and shared wealth.
13. The RJF will award core and/or project funding to enable Black and Minoritized-led organisations to advance racial and economic justice. To allow maximum flexibility and to cater to the genuine needs of the applicant organisations there will be no advertised grant amount limits (in common with CBT practice in many of our responsive funding programmes). Similarly, there will be no advertised limit on the length of grants, but it is unlikely that grants of more than 3 years will be awarded. Recommendations for both grant amounts and grant terms will be informed by the assessments of TFL Officers made on a case-by-case basis.
14. Some of the RJF budget will be used to provide “funder plus” style support such as capacity building workshops, income generation training etc.
15. The fund has been developed by a group of staff and trustees at TFL who belong to black and minoritised communities. The same group will assess applications and make final decisions on which grants to agree (via delegated authority from TFL Trustees). TFL intends to involve more people with lived experiences of the issues in decision-making in the future. Racial equity has been an area that CBT and TFL have previously collaborated on. For example, CBT is currently jointly funding the ‘Moving On Up’ initiative, aimed at increasing the employment rates of young black men in

³ [Ten Years' Time report: Racial Justice and Social Transformation: How Funders Can Act, February 2022.](#)

London (**see Appendix one**). The proposal for the RJF has partly been informed by the learnings from the 'Moving On Up' initiative.

RJF - Budget and fundraising

16. TFL trustees have already committed £2m towards this initiative, your agreement to a further £2m will double the potential impact of the fund. TFL will cover the costs of administering the fund. Grants will be committed over a period of three years.

About the Disability Justice Fund (DJF)

17. Disability is both a cause and a consequence of poverty. Nearly half of people in poverty in the UK are disabled or live in a household with a disabled person. Disabled Londoners face inequalities in all spheres of life and continue to struggle for equal access to the built environment, to transport, to as good education as anyone else, and to decent work. London's overall employment rate is 85%, but this stands at 46.5% for disabled people.

18. Issues facing disabled people at the crossroads of overlapping systems of oppression remain largely unaddressed. Covid and its disproportionate impact on the most historically excluded groups of disabled people, such as women, Black people, migrants, and people who identify as LGBTQ+ has made us aware that disability cannot be approached as an isolated single issue or merely from a rights and inclusion perspective.

19. The concept of equity has been central to your previous work with TFL, notably on the 'Strengthening Voices Realising Rights' (SVRR) initiative which CBT co-funded). SVRR is currently funding six Deaf and Disabled People's Organisations (DDPOs) over five years to offer social welfare advice and a further 8 DDPOs to undertake policy advocacy work. (**See Appendix Two**). Learning from SVRR is informing the proposals for the DJF.

20. The new DJF aims to be even more ambitious: the concept of 'Disability Justice' asserts an intention to subvert the power dynamics that drive inequities in a manner that recognises that disabled people experience intersecting forms of disadvantage that are frequently multiplied.

21. Taking learning from SVRR, the primary aim of this fund will be to strengthen the disability movement in London by supporting organisations led by Deaf and Disabled people to grow in effectiveness, power, and influence.

22. The fund will seek to achieve this aim by supporting work which strengthens the voices of Deaf and Disabled people in parts of London where these are nonexistent or weak; resourcing the emergence and development of the next generation of Deaf and Disabled leaders; supporting Deaf and Disabled People's Organisations to become

more inclusive, and supporting work programmes that reflect the overlapping and interconnected systems of oppression and disadvantage that Deaf and Disabled people experience.

23. As CBT strives to become a more diverse and representative organisation, it is worth noting that the development of this fund has been led by disabled people: within CBT, within TFL and from across the wider disabled community in London. Organisations such as Inclusion London [registered charity no: 1157376], with whom CBT has a long history of partnership, have been key to the development of this fund.
24. It is anticipated that the DJF will offer a mixture of core and project funding for 12 to 15 organisations over the course of three years.
25. It is proposed that a Grants Advisory Panel be established to allocate the funds and one which encompasses – in addition to representation from the funding bodies – advisors with lived experience of disability, to uphold the spirit of “nothing about us without us”.

DJF - Budget and fundraising

26. TFL trustees have already committed £1.5m towards this initiative. The Grants Committee and BHE Board agreement to commit a further £1.5m will double the potential impact of the fund. Grants would be committed through the fund over the course of three years.
27. TFL has coordinated a meeting of funders interested in this subject. Negotiations are ongoing with other funders to secure further contributions to the DJF and officers would emphasise the value beyond the financial commitment that the involvement of CBT would bring to this endeavor (and indeed the RJF). The proposed initiative aims to deliver a framework which enables diverse stakeholders with different agendas to participate at a level and in a manner that suits their strengths and accommodates their operational limitations.

Financial information

28. As an endowed grant-maker the financial review of TFL, as the grant holder, considers their broader ability to meet their grant-making aims. Audited accounts for the year ended 31st December 2020 show a strong balance sheet with total group funds of £368m. It is TFL’s policy not to maintain any unrestricted reserves as ongoing working capital is available from the endowment under the total return policy adopted.
29. Expenditure in 2021 increased greatly as the Trust added £18.8m to its agreed drawdown from reserves for the year. This allowed it to carry out two special initiatives in response to the pandemic and has been enabled by the strong performance of the endowment. The 2022 budget does not show gains or losses on investments as these are not predicted in advance. However, Trustees are confident enough in the

investment returns to allow for the level of expenditure on grants as forecast. Plans for 2022 do not include additional draw-down on the same scale as in 2021 – expenditure will return to the levels as seen in 2020.

Year end as at 31 December	2020	2021	2022
	Audited Accounts	Budget & Dec Mgt AccsTrust only	Budget - Trust only
	£	£	£
Income	10,283,404	7,373,000	8,217,000
Expenditure	(25,400,891)	(41,557,000)	(24,060,000)
Net surplus/(deficit)	(15,117,487)	(34,184,000)	(15,843,000)
Net gain/losses on investments	36,444,691	25,196,000	-
Other gains/losses	(150,000)	400,000	-
Total surplus/(deficit)	21,177,204	(8,588,000)	(15,843,000)
Total group funds	368,468,272	*	*
Total Trust Funds	363,852,616	355,264,616	339,421,616

* Group figures unavailable for 2021 and 2022

Conclusion

30. CBT's funding collaborations regularly achieve more than the sum of their parts as, amongst other things, they provide opportunities for greater expertise to be harnessed; for learning to be shared; and for the sector to see funders support their work and raise their issues through unity of voice. The RJF and DJF not only meet the mission and vision of CBT well, they also embody CBT's PACIER values⁴, in particular advancing efforts to continue to strengthen our funding in progressive, collaborative, inclusive, and representative ways. This Alliance Partnership creates a multiplying effect, with CBT funding not only benefitting the ultimate onward grant recipients, but also supporting the work of a trusted expert fellow funder and potentially helping to leverage further support.

Appendices

- Appendix 1 – Moving on Up
- Appendix 2 – Strengthening Voices Realising Rights

Sam Grimmer Batt

Funding Director

E: sam.grimmer-batt@cityoflondon.gov.uk

⁴ PACIER = Progressive, Adaptive, Collaborative, Environmentally Responsible, Representative.

Appendix one: Moving on Up

- Moving on Up (MoU) was set up to improve employment outcomes for young black men. This represents an essential area of engagement as young black men experience disproportionately higher unemployment rates than other demographic groups.
- MoU is funded in collaboration by CBT and TFL and with Action for Race Equality representing a strategic partner (previously known as Black Training & Employment Group).
- MoU is delivered through the collective impact partnership model, with partnerships being set up in Brent and Newham. The model brings together voluntary and community agencies working directly with young black men, local authority, employment centers, education providers, and employers. Partners are committed to shared outcomes and a shared monitoring and evaluation process.
- The first phase of MoU (2015-2017) resulted in over 250 young Black men securing employment.
- MoU drives engagement with the Inclusive Employers Toolkit, sponsored and published by the Greater London Authority (GLA).
- MoU has an established group of Ambassadors, young black men who have participated in the programme and contribute to the design and review of MoU.
- Moving on Up won Community Partnership of the Year in the 2021 Employment Related Services Association (ERSA) awards.

Appendix two: Strengthening Voices Realising Rights

Strengthening Voices Realising Rights (SVRR) is an initiative set up to strengthen the capacity of Deaf and Disabled people's organisations (DDPOs) in an effort to progress towards equality for Deaf and Disabled people (DDP)

Direct funding was provided through two strands:

- **Advice:** funding provision of social welfare advice to support individuals in asserting their rights and in obtaining their entitlements.
- **Campaigning:** funding work aimed at ensuring that the collective rights of DDP are protected, promoted, and fulfilled.
- The Advice strand was able to launch successfully in 2018 and through a Grants Advisory Panel (GAP), 7 DDPOs were funded. Inclusion London provided bespoke capacity building and training programme building on a needs analysis when their input commenced. In year two of SVRR, six DDPOs provided welfare advice to 1,122 DDP. Of these, 484 received one-off help, and 638 received casework over assorted social welfare matters. These DDPOs generated £1,521,777.65 of total financial value for their clients.
- The Campaigning strand launched in 2020, GAP members co-designed the programme, took part in shortlisting applications, in assessment interviews and funding decisions.
- The Grant Advisory Panel and members' lived experience of disability supported better decision-making. First-hand experience of the challenges enabled SVRR to identify new opportunities and take more (calculated) risks. The initiative successfully embodied the principle of "*nothing about us without us*", the idea that no policy should be decided, nor service delivered without the direct participation of those affected by that policy or service.

Committee	Date
Bridge House Estates Grants Committee	9 March 2022
Subject: Grant Funding Activity: period ended 24 th February 2022	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045 Strategy</i> does this proposal aim to support?	1, 2 and 3
Which Bridging Divides Funding Strategy priority does proposal aim to support?	All
Does this proposal require extra revenue and/or capital spending?	No
Report of: David Farnsworth, Managing Director of BHE	For Decision
Report author: Scott Nixon, Head of Managing Director's Office	

Summary

This report provides details of: funds approved under delegated authority since the last meeting of the BHE Grants Committee in December 2021 through to 24 February 2022; any grant variations that have been approved under delegated authority; and seeks the Committee's approval for six grant applications above the delegated authority threshold and 10 grant application rejections.

Recommendations

The Bridge House Estates Grants Committee are recommended to:

- a) Receive this report and note its contents;
- b) Approve the grants as recommended in appendix 3; and,
- c) Approve the rejection of 10 grant applications listed in appendix 4

Main Report

Budget and Applications update

1. There have been 165 grants awarded from the main grants programmes, with the spend to date £17,839k. After factoring in the £2m in principle commitment made for Baobab which has not yet been recognised in the financial statements due to the conditions attached, and if the grants recommended to this Committee today are approved this leaves the remaining budget for 2021/22 at £78,894k.
2. In addition to the grants listed below, seven applications were withdrawn since the last meeting to 24 February 2021.
3. A full budget can be seen in **Appendix 1**. Heat maps of spending are shown in **Appendix 2**.

Recommendations to approve over £250k

4. The Grants Committee's approval is requested for six Bridging Divides applications of over £250k. A copy of the corresponding grant assessment reports can be found at **Appendix 3**.

Grant Rejections

5. The 10 applications recommended for rejection at this meeting are listed within **Appendix 4**. 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.
6. 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 CBT office in advance of the meeting so that an explanation can be provided prior to or at the meeting.

Grant Variations

7. Variations to the grants outlined have been agreed by the Managing Director of BHE or the CBT Associate 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 5**.

Funds approved or declined under delegated authority

8. The details provided at **Appendix 6** advises the Grants Committee of funds approved under delegated authority and urgency procedures from December 2021 – 24th February 2022.

Appendices:

- Appendix 1: Budget and applications update
- Appendix 2: Heat maps of Index of Multiple Deprivation, Bridging Divides spend to date and this meeting's grants
- Appendix 3: Grant recommendation to approve over £250k
- Appendix 4: Grant rejections
- Appendix 5: Grant variations
- Appendix 6: Funds approved or declined under delegated authority under urgency requests

Scott Nixon

Head of Managing Director's Office

E: scott.nixon@cityoflondon.gov.uk

Appendix 1: Budget for main grants programmes and restricted funds to date (21/22 financial year).

<i>Date of this report: 24/02/2022</i>	Designated Fund -				TOTAL
	Bridging Divides, Cornerstone, Bridge Fund	Restricted fund - LCRF	Restricted Fund - TFL funding	Restricted Fund - RRR2	
	£'000				
Funds balance at 1 April 2021 per 2021 accounts	206,874	3,277	200	190	190
<i>Already earmarked for projects</i>	(670)	0	0	0	0
<i>Other allocations</i>	(383)	0	0	0	0
Funds available for grantmaking at 1/4/21	205,821	3,277	200	190	190
Grants awarded 2021/22					
<i>Grants reported to/approved by Committees to date</i>	(11,718)	(2,927)	0	0	(14,644)
<i>Delegated authority grants between Committees</i>	(2,745)	0	0	0	(2,745)
<i>Prince's Trust grant</i>	(3,000)	0	0	0	(3,000)
TOTAL AWARDED TO DATE OF REPORT	(17,463)	(2,927)	0	0	(20,390)
Number of grants awarded	165	76	0	0	241
Write backs, variations & revocations to date	472	17	0	0	489
Number of grants revoked, varied or written back	16	1	0	0	17
Other costs incl. staff costs associated with £200m uplift	(423)	(187)	0	0	(610)
Conditional grant	(375)	0	0	0	(375)
Stepping Stones loan awarded under Bridging Divides	(50)	0	0	0	(50)
TOTAL SPENT/ALLOCATED TO DATE	(17,839)	(3,097)	0	0	(20,561)
Subtotal: available at the date of this report	187,982	180	200	190	(20,371)
Total grants recommended for approval 9 March 2022	(7,537)	0	0	0	0
Remaining funds available	180,444	180	200	190	(20,371)
2021/22 budget summary					
Approved Grants Budget 2021/22	105,899	0	0	0	105,899
Add non-grant spend budget 2021/22	371	0	0	0	371
Add restricted funds brought forward	0	3,277	200	190	3,667
Budget for 2021/22	106,270	3,277	200	190	109,937
<i>Grants awarded to date of this report net of revocations</i>	(16,991)	(2,910)	0	0	(19,900)
<i>Other costs and allocations</i>	(848)	(187)	0	0	(1,035)
Budget available to Committee at report date	88,431	180	200	190	89,001
Total grants recommended for approval 9 March 2022	(7,537)	0	0	0	(7,537)
Baobab funds not yet committed	(2,000)	0	0	0	(2,000)
Remaining budget available	78,894	180	200	190	79,464

Appendix 2: Heat maps of Index of Multiple Deprivation (average score for borough), Bridging Divides spend to date (£), and this meeting's grants (£)

Note that CBT data is categorised by the borough location of the funded organisation. Support from that organisation may go to the same or other boroughs. Not all grants have this data recorded. Darker colours correlate to more money.

Index Multiple Deprivation (Average borough score) – dark colours = more deprivation



Main grants from start of Bridging Divides (September 2018) to November 2021 committee (excluding LCRF)



Main grants for this committee



Same data as above – per 1000 population¹ – but EXCLUDING City of London as the small population size here skews the comparison to ~100 times more than any other borough



Same data as above – per 1000 population - but EXCLUDING City of London again



¹ 2020 data from ONS via <https://www.statista.com/statistics/381055/london-population-by-borough/>

Appendix 3: Grant recommendations to approve over £250k

MEETING 09/03/2022

Ref: 19051

ASSESSMENT CATEGORY: Bridging Divides -

Kingston Voluntary Action

Adv: Jenny Field/Wai Chan

Amount requested: £344,725

Base: Kingston

Benefit: London-wide

Amount recommended: £345,000

The Lead Organisation

Kingston Voluntary Action (KVA) is well-known to the Trust, as the council for voluntary service (CVS) for the Royal Borough of Kingston. It is host to the Superhighways project which works across London and which provides technical and digital support and development services for the voluntary and community sector. Superhighways supports voluntary and community organisations to build their ICT capacity, enabling more efficient and effective service delivery in the community.

The Partnership

This proposal builds on a Cornerstone Fund Round 1 funded project which led to the establishment of Datawise London, which aims to unlock the value of data for small charities and community groups in London. The key partners remain the same as those for Round 1: Coalition for Efficiency; HEAR Network; and London Plus, alongside partners who are part of the Datawise Partnership, including the CVS network in London. Other partners include the GLA, London Funders, Datakind UK and the Data Collective.

The Proposal

A key strength of Superhighways is its ability to reach small, grassroots organisations that often face multiple barriers to gaining data 'maturity'. Funding in Round 1 enabled Superhighways to develop new offers and resources for better data use and to map data journeys, identify points at which support is needed, and by whom. This was particularly pertinent once Covid struck.

Building on this, and extensive consultation with its constituents, Superhighways has identified 5 distinct, but inter-related workstreams which will be delivered in collaboration with their delivery partners:

- i) **Data journeys research.** It is proposed to work closely with 20 small organisations to map their data journeys in order to better understand the barriers they face to accessing and using data and identify the resources, advice and skills support they need.
- ii) **Data learning resources.** Using a test and learn and co-designed approach, to develop learning resources to help working with data more accessible. These can then be cascaded through infrastructure bodies such as London's CVS network.

- iii) **Data platforms and tools.** Many data tools are too complex and expensive for small organisations. It is proposed to work with developers and other relevant agencies to influence tool development for the benefit of smaller organisations.
- iv) **Data about the sector.** There is a lack of consistency and standards in data about the voluntary and community sector. It is therefore proposed to look at existing data collection opportunities to start to standardise how sector data is collected, categorised and used. In particular, it is proposed to take a deep dive look at data about the voluntary and community and the statutory sectors in 3 boroughs.
- v) **Convening peer learning.** Again, this is an underdeveloped area and it is proposed to work with such organisations as the Data Collective, London Plus, London Funders and the HEAR Network to establish a Community of Practice.

Cornerstone Fund Outcomes

This proposal particularly meets the Cornerstone outcomes under the heading 'Data and Intelligence' – 'community intelligence gathering, research and analysis' and 'digital initiatives that enable data and intelligence to be shared and easily accessed'. It also touches on all the other Cornerstone outcomes, however, under headings 'Co-production', 'Capacity and Capability', 'Voice and Influence', and 'Collaboration' as the effective use of data plays such an important role in all of these.

Equity Considerations

In co-designing this Stage 2 proposal, Superhighways has worked with a wide range of organisations, in particular specialist and equalities infrastructure organisations. It has a strong track record of working with groups at the hyper-local level and is highly committed to building in accessibility and inclusivity to all of its workstreams.

Financial Information

KVA's income increased significantly in FY21 to £1,214k, (£887k in FY20) reflecting COVID-19 grants secured from a range of funding sources to facilitate urgent response in the community. The budget forecast for FY 23 shows a return to income and expenditure levels pre-pandemic; it is a conservative forecast which does not include unconfirmed restricted funds from pending applications, including this request.

Principle funding sources for the charity are local authority contracts and grants from different funders including the National Lottery Community Fund, Trust for London and the Young Londoners Fund. KVA continues to seek funding from other funders to meet the needs of KVA's objectives. Key council contracts have been extended to March 2023, providing a stable level of confirmed income for FY22 and 23.

Free unrestricted reserves are forecast to meet and maintain their reserves policy of three months running costs in FY22 and FY23.

Year end as at 31 March	2021	2022	2023
	Signed Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	1,214,083	933,487	653,158
Expenditure	(1,029,571)	(917,843)	(794,059)
Gains/(losses)	(1,582)	0	0
Surplus/(deficit)	182,930	15,644	(140,901)
Reserves:			
Total restricted	304,223	167,736	81,499
Total unrestricted	328,365	480,496	425,831
Total reserves	632,588	648,232	507,330
Of which: free unrestricted	217,916	370,047	315,382
Reserves policy target	229,797	229,797	229,797
Free reserves over/(under) target	(11,881)	140,250	85,585

The Recommendation

Superhighways is a well-respected part of London's infrastructure eco-system with a strong track record of service delivery. It has established strong and highly relevant partners. During Round 1, as well its own collaborative partnership, it worked closely with a number of others in the wider Cornerstone 'family' and is committed to continue to do this during this funding round if successful.

Funding at the level requested is recommended:

£345,000 over three years (£127,000; £109,000; £109,000) towards the further development and delivery of the Datawise London programme.

ASSESSMENT CATEGORY: Bridging Divides - Advice and Support

Springfield Advice & Law Centre

Adv: Matthew Robinson

Base: Wandsworth

Amount requested: £255,565

**Benefit: Wandsworth, Kingston,
Richmond, Sutton**

Amount recommended: £256,000

Purpose of grant request: To provide advice and casework to those disadvantaged by their mental health and experiencing financial hardship due to unmanageable debt and exclusion from welfare rights.

The Applicant

Since 1981 Springfield Advice and Law Centre (SALC) has delivered legal advice that is integrated into health and other services. Beneficiaries include predominantly mental health service users (MHSUs), who are assisted to achieve: their legal rights to a decent home (Housing); relief from debt and poverty (Debt); fair access to welfare benefits and financial support (Welfare Rights); and support-service provision (Community Care). Although independent, the organisation is based in Springfield University Hospital, a part of Southwest London and St George's Mental Health Trust ('the NHS Trust') and is in geographic alignment in terms of the boroughs served – Wandsworth, Merton, Richmond, Kingston-upon-Thames, and Sutton – where outreach support in health settings is provided. The organisation holds the Lexcel legal practice quality mark, is registered with the Financial Conduct Authority for its debt casework and is a member of the Law Centres Network.

Background and detail of proposal

The application seeks funding over five years for a full-time Money Advice & Caseworker to work across four London boroughs, delivering free money, debt and welfare benefits advice to beneficiaries who are predominantly mental health service users. The postholder will provide debt and money support, including contacting and making representations to creditors; and support with welfare benefits, including form-filling, information gathering and appeals support and advocacy up until and including the First Tier Tribunal. Project outputs and outcomes, including in-depth advice provision for 150 mental health service users per year, are broadly in line with other comparable funded projects in your portfolio.

The need for increased advice and information provision is made clear by GLA-commissioned research mapping services, which identifies significant gaps in London's social welfare advice landscape, with the situation forecast to worsen over the next decade due to population patterns and a range of other dynamic factors². Research shows that half of people in problem debt are also experiencing a mental

² Advising Londoners: An evaluation of the provision of social welfare advice across London', 2020, *Advice Services Alliance*, pp.12. (<https://asauk.org.uk/wp-content/uploads/2020/07/Advising-Londoners-Report-30072020-1.pdf>)

health problem³, and people experiencing mental health problems are three times as likely to be in problem debt⁴. By co-locating with health services on a mental health hospital campus and in other healthcare settings across the four boroughs, the project will provide advice and guidance where the need is felt acutely and where outreach support has previously been difficult to attract.

SALC is well placed to deliver this service targeting MHSU's, referred through well-established networks with staff from across the NHS Trust, GP surgeries, community mental health teams, local mental health peer support groups and others. The service complements therapeutic treatments and ultimately improves the health and wellbeing of these stakeholders' mutual service users. In addition, as a member of the Law Centres Network, the organisation benefits from peer support, wider social policy work and capacity building support.

For the avoidance of doubt, this funding does not replace or top up any statutory funding. Welfare benefits advice and appeals before the First Tier Tribunal are out of scope of Legal Aid. Access to welfare benefits and debt advice also falls outside the narrow areas of advice (homelessness reduction and social care) falling under the statutory duties of local authorities⁵, though councils often fund limited access to these services to varying degrees through strategic advice partnerships. Springfield Hospital and the wider Southwest London and St George's Mental Health NHS Trust previously provided some core cost funding, though this began to wind up from 2004, before ceasing altogether in 2013.

Financial Information

The organisation's income is derived from a mix of Legal Aid contracts, trusts and foundations, legacy donations, and local authority funding. Over the previous five years the organisation's income has dropped primarily because of a smaller staff team undertaking less Legal Aid-recoverable work. Nonetheless the level of reserves held has continued to comply with the stated reserves policy: to hold £100,000 in unrestricted free reserves. Within the general reserve of £326,485 (2020/21), the organisation has designated £114k – unrestricted legacy income received from the estate of a recent trustee – for the purpose of recruiting and upskilling a trainee solicitor. The organisation's reserves are deemed reasonable and not excessive in that the significant designated fund is both planned to be spent in the medium term, over the next two-three years, and is responding strategically to a challenge faced by this and other law centres in recruiting and retaining social welfare solicitors.

The large surplus indicated in 2020/21 draft results is attributable to increased income from trusts and foundations, and savings made from a reduction in expenditure. The deficit forecasted in 2021/22 is due to pandemic-related delays to the closure and billing of cases, the costs of which are recoverable under Legal Aid contracts. Free unrestricted reserves will comfortably cover the loss.

³ Jenkins R. et al (2008) 'Debt, income and mental disorder in the general population'. *Psychological Medicine* 2008 38 1485-1493.

⁴ Jenkins R. et al (2009) 'Mental disorder in people with debt in the general population'. *Public Health Medicine* 2009 6(3) 88-92.

⁵ 'Advising Londoners: An evaluation of the provision of social welfare advice across London', 2020, *Advice Services Alliance*, pp.12. (<https://asauk.org.uk/wp-content/uploads/2020/07/Advising-Londoners-Report-30072020-1.pdf>)

In terms of financial oversight, a permanent treasurer has recently been appointed as part of an expansion of the board of trustees with a partial focus on increasing financial expertise, allaying your Officer's small concerns relating to two subsequent years of late returns to the Charity Commission, and small errors in financial accounting.

Year end as at 31 March	2021	2022	2023
	Draft Accounts	Budget Forecast	Budget
	£	£	£
Income & expenditure:			
Income	301,630	183,447	209,250
Expenditure	(206,169)	(256,496)	(234,600)
Surplus/(deficit)	95,461	(73,049)	(25,350)
Reserves:			
Total restricted	0	0	0
Total unrestricted	326,485	253,436	228,086
Total reserves	326,485	253,436	228,086
Of which: free unrestricted	210,012	146,963	163,613
Reserves policy target	100,000	100,000	100,000
Free reserves over/(under) target	110,012	46,963	63,613

Funding History

The Trust has not previously funded the organisation. With this in mind, a reference was sought from Tudor Trust who have provided uninterrupted funding for this project between 2016 and 2021. The referee vouched strongly for the organisation's important role, the experienced staff team and leadership, and timely and high-quality reporting.

Recommendation

Given both the organisation's long and unique track record of delivering advice and support to this vulnerable beneficiary group, and its sound reserves position, funding over the five years requested is deemed appropriate. Fitting squarely with your Advice and Support themed funding priority, funding for a Senior Money Advisor post is recommended as follows:

£256,000 over five years (£48,500; £50,000; £51,000; £52,500; £54,000) for a full-time Senior Money Advisor to deliver free debt and welfare benefits advice to mental health service users in Wandsworth, Kingston-upon-Thames, Richmond, and Sutton.

ASSESSMENT CATEGORY: Bridging Divides – Cornerstone Fund

Inclusion London

Adv: Julia Mirkin

Base: Lambeth

Amount requested: £299,992

{Revised request: £308,192}

Amount recommended: £308,200

Benefit: London-wide

The Lead Organisation

Inclusion London (IL) is a pan-London disability infrastructure organisation. It has a strong track record of delivering capacity building support for London's DDPO sector, including supporting it to collaborate and build its collective voice. Challenging attitudinal and narrative-framing issues that affect how disabled people are perceived and treated in society underpins all of IL's work

The Partnership

The partnership brought together by Inclusion London comprises seven London-based Deaf and Disabled People's Organisations (DDPOs), all of which are led by and for Deaf and disabled people. All partners have track records of offering rights-based and empowering support to disabled people in communities; of raising awareness of disability equality issues, and all have extensive networks, through which the key changes this proposal seeks to achieve will be delivered.

The seven partners are: Real (Tower Hamlets); Camden Disability Action; Richmond Users Independent Living Services; Choices in Hackney; Merton Centre for Independent Living; Action on Disability (West London) and Inclusion Barnet, which will be leading on project management for the partnership.

The Proposal

The attitudinal and systemic narrative-frames that underpin and perpetuate discrimination and oppression of disabled people will be challenged through this project. The model for narrative change, designed and delivered by Equally Ours - an organisation that joins up research, policy and communications to shift public opinion about issues of equality, human rights and social justice - will guide project partners to define their goals for change; identify the challenges presented; develop new frames and messages, which will be tested with key audiences; and finally, to work collaboratively to co-produce new communications resources, incorporating the new communications messages co-produced through the project. Re-framing how key audiences think, feel and form opinions about disabled people and disability through strategic communications is the aim of this project.

Research into current public opinion will be carried out through desk research, audience mapping exercises and social media discourse analysis. Project partners will engage with action learning sets and facilitated workshops to co-produce new communications messages and resources, which will be tested through online focus

groups and surveys. Finally, project partners will be supported to use the new resources through strategic communications training, one-to-one surgeries, and coaching. Each will have a bespoke action plan for integrating the new resources into their work, achievement of which will be monitored by other participating partners. In addition to shifting public opinion, this project aims to achieve greater understanding of DDPOs' role and how they contribute to the wider disability sector.

Following discussion at the assessment meeting, a revised request that proposes to extend the project for a third year was submitted. This additional year will be used to further support implementation of partners' action plans and commission an independent evaluation of the project's impact.

Cornerstone Fund Outcomes

This proposal meets all the long-term outcomes outlined in the Cornerstone Outcomes framework, namely, building capacity and capability; drawing on co-production; improved gathering and use of data and intelligence; enabling voice and influence and involving partners in collaborative working practices.

Equity Considerations

Systemic discrimination, prejudice, exclusion, marginalization, and 'othering' of disabled people will be challenged through this project - specifically, the pervasive view that disability is a medical, charity or a personal tragedy issue, not a justice, equality, or human rights issue.

Participating groups recognise that the partnership comprises pan-impairment organisations, so does not amplify the views of those with specific disabilities. Learning disability is recognised as a significant gap. Racial equity and the intersectional experiences of those who experience prejudice based on multiple protected characteristics is also not specifically represented within the partnership. Filling these gaps is a priority for Inclusion London. However, currently, it reflects the lack of racial diversity within London's DDPO workforce, which points to the interplay of a range of broader systemic issues, spanning identity as well as recruitment and continuing professional development practices. However, Inclusion London also recognises that the lack of representation from racialised communities in the partnership is also a result of systemic inequality in funding distribution, which has led to insufficient capacity amongst smaller groups that represent intersectional experiences of prejudice to engage in systemic change projects such as this.

Financial Information

Inclusion London's 20-21 accounts reflect the impact of the pandemic on the organisation's finances: unspent restricted funds were carried forward at the 20-21-year end because projects could not be delivered as planned. Inclusion London's inability to raise earned income through training during the pandemic led to a drop in unrestricted income from £195K in 19-20 to £125K in 20-21. Despite this, it still achieved a surplus on unrestricted funds – and overall and remained above its free reserves target for 2021.

A further drop in unrestricted income is forecast for 21-22 - which is also attributed to the drop in training income. However, this is budgeted to recover in 22-23, when face-to-face activities are anticipated to resume.

At the time of writing, Inclusion London had two substantial funding applications in the pipeline, in addition to this Cornerstone application before you. The first is for three-years continuation funding from Trust for London, a decision for which is expected in March 22. The second is for £300K for one-year of national and UK wide DDPO infrastructure work, scheduled for delivery in 22-23. This is being submitted to the March meeting of The National Lottery Community Fund's 'Growing Great Ideas' panel. It is hoped that this will be followed by a three-year grant from National Lottery Community Fund – a proposal already in development - to continue capacity-building work for DDPOs at a regional level in England from 2023 onwards. These applications, if successful, will contribute towards Inclusion London's overheads in 2022 and beyond.

In May 2020, you awarded a £50K Stepping Stones grant to Inclusion London to support it to build a training consultancy. Work on this paused during the pandemic. However, this grant will begin in earnest in 22-23. It is hoped that, with this support, Inclusion London will be able to develop this unrestricted income stream, augmenting the organisation's sustainability in the longer-term.

Year end as at 31 March	2021	2022	2023
	Signed Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	1,335,571	1,106,335	1,345,403
Expenditure	(1,066,788)	(1,093,749)	(1,349,199)
Surplus/(deficit)	268,783	12,586	(3,796)
Reserves:			
Total restricted	326,004	319,488	259,592
Total unrestricted	288,680	307,782	363,882
Total reserves	614,684	627,270	623,474
Of which: free unrestricted	273,176	292,278	348,378
Reserves policy target	264,000	372,000	402,000
Free reserves over/(under) target	9,176	(79,722)	(53,622)

The Recommendation

£308,200 over three years (£134,700; £165,300; £8,200) to engage seven DDPO project partners to co-produce new communications messages about disability and support implementation of the new, reframed messages into partners' work through strategic communications training. An independent evaluation of the project's impact is also funded as part of this project.

ASSESSMENT CATEGORY: Bridging Divides - Anniversary Programme**Spectra****Adv: Wai Chan/Jenny Field****Amount requested: £497,240****Base: Kensington &
Chelsea****Amount recommended: £498,000****Benefit: London-wide****The Lead Organisation**

Spectra CIC was first established in 1996 as the West London Gay Men's Project, and has since broadened its specialist health and wellbeing services to a wider range of people, including those from the trans community. (Trans is a term used to describe people whose gender does not correlate to the gender assigned to them at birth. This can include people who identify as transgender, transsexual, non-binary and genderfluid amongst many other identity descriptors.) Spectra is experienced in building strategic partnerships with LGBTQI+ civil society organisations to increase awareness of issues that face diverse and underrepresented populations. It is the named organisation that was in receipt of 18-months (£150k) of CBT strategic funding, which you agreed in 2019, and a further 6-months interim strategic funding in 2021 (£37k), respectively for the Trans Learning Partnership (TLP). Spectra has been invited to submit this Stage 2 Cornerstone application which if agreed, will provide structural funding for a further 3 years.

The Partnership

TLP organisations comprise: Spectra CIC, Gendered Intelligence (which you also fund), LGBT Foundation and Mermaids. All partners have a history of providing specialist support and are uniquely placed within trans communities. Two specialist academics, from Nottingham University and Goldsmiths University of London, also sit on the steering group and advise on research. The collaboration will leverage LGBTQI community & voluntary sector networks, help to scale knowledge, inform best practice, and to influence practice & policy change. The TLP aims to address inequalities faced by the trans community at a strategic scale, which an individual or stand-alone policy organisation would not be able to do.

The Proposal

TLP has made significant progress over the past two years with the initial two-year funding contributing to the establishment of the Trans community participatory structure and the Monitoring, Verification and Evaluation (MVE) platform with shared data protocols. The majority of the data work is now resourced through significant further multi-year grants from Esmee Fairbairn and Trust for London. The TLP's strategic approach is clearly communicated in their proposal; new funding partners have been leveraged to support distinct areas of research and development which complement existing and potential City Bridge Trust funding. The proposal does not request any elements of duplicate funding.

TLP proposes the development of a robust evidence base that is led by the trans community. The TLP's best practice approach engages representation at all levels to challenge root causes of inequality. It centres the trans community's experience by

ensuring that trans people are leading and conducting research to directly inform service delivery and advocacy responses.

The funding requested supports the facilitation of trans community participation; research and data roles to co-design community-led research; and a policy role to inform top level decision-making in health, housing, education and other policies to address inequalities for trans people.

As the first active data-driven collaboration of this nature, the TLP will build on existing cross-sector relationships with trans community groups, academics, LGBTQI allies, statutory and legislative bodies. It will develop a new common framework of outcomes to meet the needs of trans organisations, their beneficiaries, and funders (particularly the NHS) to improve programmes to be needs-based, impactful, and developed with the active participation and leadership of trans people. In summary the five key areas of TLP's work includes:

- 1. Community Engagement:** A participatory structure including: Steering Group facilitation, Advisory Group consultations; Trans People of Colour task group. The tasks for the groups include: developing a Common Outcomes framework (MVE platform), informing practice & policy recommendations, deciding urgent actions/statements.
- 2. Research activities;** Co-creating projects with trans community members and with NHS services e.g. Gender Services evaluation - patient reported outcome measures (PROMs).
- 3. Capacity building;** Planning & delivering participatory research techniques including training for people from the trans community to conduct research and review the data e.g. interview techniques, create focus groups, introduction to data analysis.
- 4. Data collection & processing:** via Monitoring, Verification, Evaluation Data platform; Most of the MVE data platform will be predominantly funded by a combination of Esmee Fairbairn and Trust for London, a modest contribution is requested to address a small gap in the funding for MVE data officers' salaries and ongoing TLP portal/website updates where information, reports and research can be made publicly available.
- 5. Advocacy & Policy making :** recruitment of a new Policy Officer to establish connections with policy teams in public health and government bodies; utilise research findings and evidence base to raise awareness of needs, and social & political context for trans communities, to wider policy stakeholders, funding bodies and society as a whole. E.g. taking forward recommendations from community research on the state of housing for trans people

Cornerstone Fund Outcomes

This proposal is strongly aligned with all five Cornerstone themes, particularly 'Voice and Influence' - Enabling community leadership and representation, particularly from marginalised communities and 'Data and Intelligence' - Community intelligence gathering research and analysis. It also clearly demonstrates 'Capacity and Capability', and 'Collaboration' and 'Coproduction' elements across the work proposed.

Equity Considerations

The Trans Learning Partnership is peer-led and delivered using a community framework; the trans leadership team is 100% trans lived experience comprising: full-time Research Coordinator, two part-time MVE Data Coordinators, full-time Trans Person of Colour – Inclusion Coordinator and three data officers.

Each of the partner organisations offers a range of different services for trans people, specialisms in complex intersectional needs and networks of multiple-marginalised groups, such as trans people of colour, disabled trans people, trans children and young people, older trans people, LGBTQ+ trans people, or trans people of faith.

Financial Information

Spectra CIC continues to maintain a stable income and to generate a surplus year on year, evidenced by accounts from 2018 and previous years (from previous City Bridge Trust grant periods). During FY21 Spectra secured government assistance as well as grants from three COVID-19 related funds, including Mind's Mental Health Response Fund.

Spectra has a consistent track record of spending within its means, with expenditure matching the level of secured income. The majority (94%) of budgeted income for FY23 is already confirmed from local authorities and several multi-year grants from funders, including National Lottery Community Fund, Esmee Fairbairn, Trust for London and the Henry Smith Charity.

Spectra CIC's Board has agreed to operate a reserves policy based on a minimum of 3 months operating costs for FY21, this cost equates to £137.5k; current and forecast reserves would meet the CIC's policy requirements.

Year end as at 31 March	2021	2022	2023
	unaudited accounts	Forecast/ Management accounts	Budget
	£	£	£
Income & expenditure:			
Income	1,153,637	1,346,189	1,380,333
- % of Income confirmed as at	100%	100%	94%
Expenditure	(1,121,392)	(1,329,788)	(1,380,000)
Total profit/(loss)	32,245	16,401	333
Balance sheet:			
Net assets/(liabilities)	158,098	174,499	174,832
<i>Of which:</i>			
Profit & loss reserves	158,098	174,499	174,832
	158,098	174,499	174,832
Reserves target	137,500	137,500	137,500
Amount above/(below) target	20,598	36,999	37,332

The Recommendation

This request for three-year Cornerstone funding would support the critical next steps for the Trans Learning Partnership: to develop a robust evidence base through trans

community-led research; to inform policy and systemic change; and address stark inequalities faced by the trans community.

The amount recommended is slightly increased to include specialist training provision for the roles supported.

Funding is advised as follows:

£498,000 over three years (£132,000; £181,000; £185,000) towards the further development and delivery of the Trans Learning Partnership

ASSESSMENT CATEGORY: Bridging Divides – Cornerstone Fund**High Trees Community Development Trust****Adv: Caspar Cech-Lucas****Amount requested: £330,245****Base: Lambeth****Benefit: Lambeth****Amount recommended: £330,250****The Lead Organisation**

High Trees Community Development Trust (HTCDT) was established in 1998 to provide a range of activities and services that support individuals and communities in Lambeth, and which strengthen their skills and amplify their voice.

The Partnership

Building Young Brixton (BYB) is a partnership of 8 voluntary and community sector (VCS) organisations, led by HTCDT, with a long history of engaging and supporting some of Lambeth's most excluded and underserved communities. It came together in 2016 out of a desire to disrupt the status quo, strengthen the youth sector in Lambeth and work together collaboratively rather than in competition with one another.

The 8 partners have learnt a lot about collaborative working since this partnership was formed. This experience is enabling them to form new partnerships and collaborations within the sector which forms part of the subject of this application. The partners aim for BYB to become an independent organisation in its own right and are currently exploring what the best legal entity for this might be. However, should this Cornerstone Fund application be successful, High Trees will remain the lead partner and the responsible body for any grant.

The Proposal

The wider focus of this project then is to use the learning and tools developed through BYB to support other organisations and emerging and existing partnerships to develop their collaborative working practices in order to create systemic change within their services, networks, or communities. It is proposed to develop a 'Collaboration Toolkit' and 'Community Plan' pilot, which will be tested with identified partners to support the evolution of the toolkit over the next three years.

An example of this is work with Global Black Thrive (itself the lead organisation of a separate Cornerstone application which will be brought to your next Grants Committee Meeting). Global Black Thrive's focus is on reforming the employment sector in Lambeth, to ensure a better employment support experience for Black Disabled individuals. Their approach is to support the sector to collaborate and work together in a joined-up and integrated way, with the aim of improving the quality of provision. Global Black Thrive is keen to test the Collaboration toolkit to aid the development of its own partnership. This will in turn enable the BYB partners to test whether the toolkit is applicable to a range of services and organisations, in order to refine and scale.

BYB propose to explore methods of collaboration predominantly within the youth work voluntary and community sector but also beyond this to test the applicability to other communities of interest). The aim will be to embed collaborative practice as a tried and tested approach to working with communities.

At the end of three years, it is hoped that this project will have:

- Created a sustainable pathway for the Building Young Brixton partnership;
- Provided organisations with tools and resources to develop their collaborative working practices;
- Created more cultures of collaboration among Lambeth voluntary and community sector (VCS);
- Began to change the way statutory organisations interface with the VCS;
- Influenced the way services are designed;
- Generated learning and resources to support replication within the wider sector.

Cornerstone Fund Outcomes

This proposal addresses 3 of the main Cornerstone Fund outcomes, under the headings 'Capacity and Capability' (by building skills and experience within the community groups they work with); 'Voice and Influence' (by using collaborative working as a means of amplifying the voices of the communities they work with); and 'Collaboration' by testing and modelling best practice within collaborative working.

Equity Considerations

BYB takes a highly inclusive and co-productive approach, placing the communities with whom they work at the heart of everything they do.

For example, their services are developed by and for the young people they support, rooted in the communities where they work.

Financial Information

HTCDT is the lead partner of the BYB partnership and will manage the grant through its lifetime, even after BYB has been set up as a separate entity (most likely a CIO, although this will be decided as part of a consultation over the first 18 months of the grant). While the lead applicant has some history of operating in deficit, this has not been the case for the past five years. HTCDT have a diverse range of income sources and can flexibly scale down delivery if there was any drop in funding in a specific area. Lambeth Council is a key funder, with the applicant delivering several contracts, the main one being adult learning within the community. The council have given indication that the contract will likely be renewed at the same level. HTCDT had an 18-month financial year from April 2020 – August 2021 to move its financial year in line with the academic year. The organisation's income is projected to rise significantly in financial years 2021 and 2022, but this is due to a continuing capital project focused on refurbishing HTCDT's base of operations as well as being the lead partner on various partnerships including BYB. This means that grants associated with partnership funding is generally received by the applicant and then distributed to other partners. The organisation's reserve policy is to hold three months of unrestricted expenditure, a target which was met in 2020 accounts and will be met in 2022, but not in 2021. There is a planned move to calculating reserves on the basis of operating expenditure as opposed to total expenditure. The large, restricted surplus in 2021 and 2022 represent capital expenditure that will be

attributed to work completed on the asset (building refurbishments) in the organisation's accounts.

Year end as at	2020	Apr 20 - Aug 21	2022
	Signed Accounts	Management Accounts	Budget
	£	£	£
Income & expenditure:			
Income	1,067,074	2,407,418	2,068,037
Expenditure	(1,007,032)	(1,673,882)	(2,199,588)
Surplus/(deficit)	60,042	733,536	(131,551)
Reserves:			
Total restricted	0	690,066	466,518
Total unrestricted	95,840	139,310	231,307
Total reserves	95,840	829,376	697,825
Of which: free unrestricted	60,840	104,310	196,307
Reserves policy target	57,682	118,423	75,749
Free reserves over/(under) target	3,158	(14,113)	120,558

The Recommendation

This is a strong and well-developed partnership with potential to be game-changing in modelling best practice in relation to community development and other service provision.

Funding at the level requested is recommended.

£330,250 over 3 years (£100,000; £124,000; £106,250) towards a project to build the Build Young Partnership as a vehicle for collaborative working within the voluntary and community sector.

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

London Funders

Adv: Tim Wilson

Amount requested: £300,000

Base: Tower Hamlets

Benefit: London-wide

Amount recommended: £300,000

The Applicant

A registered charity established in 2005, London Funders is a membership body engaged with over 170 organisations across charitable, statutory, and private sectors. Members cover London's 32 boroughs as well as the City of London, channelling most of their funds through voluntary, community and social enterprise organisations, but also (in some instances) directly to Londoners.

The organisation works to strengthen and support funders and promote effective funding practices to meet the needs of Londoners. London Funders has three core objectives: providing space for learning and collaboration; being a voice for funders in policy debates; and promoting effective funding models. London is a complex funding environment with high levels of disadvantage but significant variation in levels of need both between and within boroughs.

The Application

London Funders seeks 5-years' funding to support its work convening and connecting funders across sectors in London "to enable greater cooperation, contribution and collaboration together for the benefit of Londoners". The application comes under the "Supporting Philanthropy" strand of your Connecting the Capital programme. The Trust has provided a proportion of core funding to date, reflective of its role as London's largest independent grant-maker and its collaborative value.

Over the coming years, London Funders will continue to strengthen both individual members and the collective impact that funders can have as they tackle the issues London faces. London Funders will provide space for conversation to foster collaboration, and to improve the use of evidence by funders to shape policy development.

Background and detail of proposal

Over the last 5 years, the London Funders' membership has grown by more than 50%. To support this increased network the organisation plans to deliver 50 events for 800 people p.a., engage at least 1,000 people with briefings and support members to develop the frameworks and tools that bolster active collaboration.

The organisation is well-regarded for its convening role in recent years to help members respond variously to policy discussions on EU citizens' rights post-Brexit, the VCS response to Covid-19, and support for recent arrivals following the Taliban's capture of Kabul. Thanks to its membership, the organisation can enable work at significant scale. For instance, during the height of the C19 pandemic, London Funders co-ordinated the London Community Response, bringing 67 funders together to deliver over £57.7m to almost 3,500 community groups.

London Funders takes a proactive approach to helping funders share learning whilst planning, delivering, and looking back. There is clear appetite for its work with an over 90% increase in numbers engaging with events and learning programmes in the most recent year. The organisation's work benefits from the active input of equity partners not only on specific projects, but also through its strategy advisory group to help shape its work over the longer term.

Financial Information

Year end as 31st March	2021 Signed Accounts £	2022 Forecast £	2023 Budget £
Income & expenditure:			
Income	568,625	461,000	478,600
Expenditure	(483,205)	(460,232)	(477,900)
Surplus/(deficit)	85,420	768	700
Reserves:			
Total restricted	22,059	22,059	22,059
Total unrestricted	198,661	199,429	200,129
Total reserves	220,720	221,488	222,188
Of which: free unrestricted	198,661	199,429	200,129
Reserves policy target	241,603	230,116	238,950
Free reserves over/(under) target	(42,942)	(30,687)	(38,821)

2021 income was significantly higher than the previous year (not shown in this table) because of London Funders' role receiving and distributing Covid-19 response funding. The income level shown for 2022 reflects the charity's increased membership.

Free reserves fall slightly below the Board's policy of holding funds equivalent to six months' expenditure (which is relatively high given the size of the organisation and the nature of its work). Figures for 2022 and 2023 show breakeven and stability.

Membership invoices are issued in April so at time of writing, confirmed income for 2023 was relatively low, but the forecast for the year seems reasonable.

Figures shown in this table do not include any sums for the Collaborative Action and Recovery work which London Funders will coordinate over the coming months, and which are subject to comment elsewhere in today's papers.

The Recommendation

London Funders has a small staff team and City Bridge Trust has a long history of close collaboration with the organisation. This is shown in the Funding History (below) and David Farnsworth's role as the charity's current Chair of trustees. To avoid conflicts of interest, he was not involved in this application.

The request is effectively a contribution to core costs, and whilst your usual practice is apply a taper to such funding, the strategic significance of the applicant means your officer recommends funding is awarded at the level sought.

At full term of this grant, London Funders will need to raise further funding from Trusts and Foundations to cover core costs. This may well include a re-application to City Bridge Trust. Against today's request, funding is recommended as follows:

£300,000 over 5 years (5 x £60,000) to support London Funders' efforts to promote greater cooperation, contribution, and collaboration between funders across sectors in London.

Funding History

ID	Type	Meeting Date	Decision
18436	COVID19 London Community Response Fund (Wave 4)	28/01/2021	A strategic grant of £44,476 towards the running costs of the London Community Response funder collaboration.
17987	COVID19 London Community Response Fund (Wave 3)	26/11/2020	£35,625 towards the costs of an evaluation project to map and utilise the learning from the London Community Response funder collaboration
16190	COVID19 Small Charity Emergency Support Funding	13/05/2020	A one-off, unrestricted grant of £12,500.
15767	Strategic Initiatives	30/01/2020	£300,000 over three years towards the further development of the London's Giving movement.
14232	Strategic Initiatives	23/11/2017	£26,510 from funds for the Anniversary Programme for civil society infrastructure support towards various activities related to the implementation of The Way Ahead.
13936	Strategic Initiatives	20/03/2017	£300,000 over three years to continue to develop place-based giving in London.
13646	Strategic Initiatives	24/11/2016	£14,000 to support the development of London's Giving for a further 3 months to the end of March 2017.
13515	Strategic Initiatives	22/09/2016	£11,030 towards the December 2015 conference, together with the production costs of the interim report and the final report and the launch of The Way Ahead in April 2016.
13332	Strategic Initiatives	24/05/2016	To provide bridging funding of £32,000 for London's Giving from May 2016 to December 2016
13258	Investing in Londoners	18/03/2016	£250,000 over 5 years towards core costs.

12366	Strategic Initiatives	19/06/2014	£5,000 towards the £15,000 costs of commissioning research into the current and future landscape of play and youth services for children and young people in London. The grant is payable to London Funders who will manage the project.
12136	Investing in Londoners	12/02/2014	£100,000 over two years towards the core costs of London Funders.

Appendix 4: 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>Advice and Support</u>							
November 2021	19030	CDARS	To fund the salary /training costs of two part-time Information and Advice Workers to deliver benefits advice debt management workshops and welfare advocacy.	The applicant still has over a year left of its existing grant. The application is not for continuation funding; funds are requested for a different purpose. It is not your policy to offer two grants through your open grants programme to one organisation at the same time.	£141,426	Julia Mirkin	Merton
<i>Total Advice and Support (1 item)</i>					£141,426		
<u>Connecting the Capital</u>							
November 2021	19046	Belarus Free Theatre	Strengthening London communities by helping them find their own voice and become active participants in society through BFT's unique approach to participatory theatre and 'artivism'.	This application has been submitted under the Connecting the Capital funding strand of BD. Although a specific funding priority has not been selected, it has been assumed that the most relevant priority would be that of Voice and Leadership. Funds are requested for a programme of one-off workshops in Lambeth, the aims of which, according to the monitoring framework, are improved wellbeing and improved engagement with the school curriculum, neither of which are a strong fit with the outcomes of your Voice and Leadership funding priority.	£150,000	Julia Mirkin	Lambeth

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
December 2021	19085	London School of Mosaic	To create a landmark permanent art installation at London Bridge Station celebrating inclusion, diversity and equality	This public art project does not primarily target any of the specific communities or issues that City Bridge Trust aims to engage with. While it is proposed that some sessions will be aimed at young offenders, older people and refugees, these represent a tiny proportion of the project overall, which is much more generally targeted at residents and workers in three London boroughs. As such the proposal does not sufficiently address the Trust's priorities.	£885,251	Lily Brandhorst	Camden
October 2021	18983	Purley United Reformed Church with Purley Youth Project	Replace lift to 1st floor premises, ensuring compliance with relevant current legislation; undertake allied refurbishment work to provide modern and upgraded facilities.	The funding application does not meet the Trust's priorities and provides insufficient evidence that the space for proposed development is accessed by the wider community.	£100,000	Anneka Singh	Croydon
January 2022	19110	Putney Town Rowing Club	There are deficiencies in the access for disabled visitors at our club. We seek input from experienced professionals to devise a programme to rectify them.	The organisation is a Community Amateur Sports Club (CASC) and therefore ineligible for funding from City Bridge Trust.	£4,120	Lydia Parr	Richmond
<i>Total Connecting the Capital (4 items)</i>					£1,139,371		

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
<u>Positive Transitions</u>							
December 2021	19075	Free Your Instinct	To support robust sustainable growth and ensure continued delivery of parkour courses for mental health	This application has been submitted under your Positive Transitions strand of Bridging Divides, specifically, your priority to fund specialist services for children and young people with mental ill-health. This organisation delivers Parkour workshops, which is a physical activity. This application doesn't meet your requirement to be specialist mental health provision for children and youth people.	£84,240	Julia Mirkin	Newham
January 2022	19108	The Scout Association - 1st Osterley Thameside Grand Union	A new building for 1st Osterley Scouts to secure long-term continuation of this thriving group, providing children and young people with essential skills for life.	A request for capital funding which does not meet your priorities as it is not focused on accessibility related costs and relates to a new rather than existing building.	£871,926	Nat Jordan	Hounslow
October 2021	18977	Sona Tech CIC	Connecting the UK refugee workforce with employment opportunities.	With only two registered company directors there is insufficient evidence of adequate governance and oversight to commit to funding this organisation at this time.	£110,000	Matthew Robinson	Tower Hamlets
January 2022	19097	XLP	The focus of this proposal is our Exclusion Reduction Programme, which engages young people in London who are on the verge of exclusion from school	The proposed work does not fit your funding criteria sufficiently well.	£209,974	Aasha Farah	City
<i>Total Positive Transitions (4 items)</i>					£1,276,140		

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
<u>Stepping Stones</u>							
<u>Stepping Stones</u>							
November 2021	19040	Bloody Good Period	Funding is requested to capacity build our new social enterprise, Bloody Good Employers (BGE).	The organisation seeks funding to build the capacity of its HR workplace trading initiative. Whilst the initiative has several merits and a pipeline of income is demonstrated, the link between the proposal and social investment is weak.	£48,000	Matthew Robinson	Camden
<i>Total Stepping Stones (1 item)</i>					£48,000		
Grand Totals (10 items)					£2,604,937		

Appendix 5: Grant variations

1. Age UK

On 15/06/2017 a grant of £337,000 was awarded to Age UK over eighteen months to design and deliver an evaluated model for the prevention of fraud and support for older people affected by fraud. Included in the initial budget was a payment to Partner Organisation Action Fraud of £30,000, however Action Fraud was unable to receive the payment for legal reasons (Action Fraud is hosted by the City of London Police).

During management of the grant it was agreed by your Officer that part of the £30,000 underspend could be used to enhance the project, providing additional resources and materials, creating advisor packs and enhancing the scope of the evaluation. This amounted to £16,800, leaving a balance of £13,200 underspent.

Recommendation

That a sum of £13,200 out of the grant of £337,000 to Age UK be revoked

2. The Huddleston Centre

On 23/11/2017 a grant of £2,000 was awarded to The Huddleston Centre for an Eco-Audit. After a period of delay the grantee has confirmed they have moved from the building for which the application was made and no longer require the Eco Audit.

Recommendation

That a sum of £2,000 out of the grant of £2,000 to The Huddleston Centre be revoked.

3. St John the Evangelist Church, Kingston

On 31/01/2018 a grant of £2,600 was awarded to St John the Evangelist Church, Kingston to provide an Eco Audit. £1800 was paid to the Eco Audit balance of £800 was not needed.

Recommendation

That a sum of £800 out of the grant of £2,600 to St John the Evangelist Church, Kingston be revoked/written back.

4. KH Theatre Limited

On 06/07/2018 a grant of £3,140 was awarded to KH Theatre Limited for an access audit. Unfortunately, the grant has not been drawn down within the specified time period and is now being revoked.

Recommendation

That a sum of £3,140 out of the grant of £3,140 to KH Theatre Limited be revoked.

5. Survivors UK

On 14/03/2018 a grant of £2,000 was awarded to SurvivorsUK to pay for mentoring support to the new CEO. Unfortunately, this grant has not been drawn down within the specified timeframe and is now being revoked.

Recommendation

That a sum of £2,000 out of the grant of £2,000 to SurvivorsUK be revoked.

6. Park Theatre

On 21/03/2019 a grant of £2,600 was awarded to Park Theatre to provide an Eco Audit. £2,000 was paid to the Eco Auditor. Balance of £600 was not needed.

Recommendation

That a sum of £600 out of the grant of £2,600 to Park Theatre be revoked.

7. Consortium LGBT Voluntary and Community Organisations

On 08/06/2021 a Stage 1 Cornerstone Fund grant of £25,000 was awarded to Consortium LGBT Voluntary and Community Organisations towards the development of new, sustainable funding models and collaborations to support equity-focused work across London. The organisations involved in the collaboration are no longer able to continue with the project therefore the remaining grant amount of £21,000.00 will be written back.

Recommendation

That a sum of £21,000 out of the grant of £25,000 to Consortium LGBT Voluntary and Community Organisations be written back.

8. St John the Divine

On 16/05/2019 a grant of £30,840 was awarded to St John the Divine towards access work costs to ensure the new build, church building, and surrounding areas were accessible and inclusive for service users with physical and sensory impairments. Upon completion of the access works £2,007 of the allocated grant remained but was unscheduled and not paid to the grantee, therefore the remainder will be revoked.

Recommendation

That a sum of £2,007 out of the grant of £30,840 to St John the Divine be revoked.

Appendix 6: Funds approved or declined under delegated authority or under urgency (26th November 2021 to 24th February 2022)

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

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
18927	Age UK Redbridge, Barking and Havering	08/12/2021	£84,000 (£42,000 x 2) over two further and final years to fund 50% of 2 FTE Care Navigator posts for Barking & Dagenham and Redbridge and associated project costs.	£84,000
19027	Akademi South Asian Dance UK	12/01/2022	£70,000 over two further and final years (£35,000; £35,000) as a contribution towards the Dance Well project manager, dance artists and associated project running costs.	£70,000
18982	Asylum Support Appeals Project	26/01/2022	£244,000 over five years (£47,000; £47,500; £48,500; £50,000; £51,000) towards a proportion of the costs of capacity building and infrastructure for the asylum support sector, including the provision of an advice line, training and e-modules, the facilitation of the Asylum Support Advisers Network, and national policy influencing work. The level of funding is proportionate to the share of the work benefitting organisations and advisers in London.	£244,000
18971	Aurora Foundation for People Abused in Childhood	14/01/2022	£120,000 (£30,000 x 4) over four further and final years for counselling sessions, 2 days p/w contribution to CEO's salary and contribution to premises and project overheads.	£120,000
19033	BRS	01/02/2022	£101,800 (£50,150; £51,650) over two further and final years for 1 ESOL Manager (2 days p/w), 1 Admin Support Worker (2 days p/w), sessional ESOL teachers and related operational costs. Release of first instalment conditional on confirmation that the underspend on grant reference 14676 has been used.	£101,800
18970	Bonny Downs Community Association	16/12/2021	£72,720 (£36,260; £36,460) over two further and final years for one p/t Active and Connected Elder's Project Manager (18 hours p/w), activity costs and related project	£72,720

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
			overheads.	
19059	British Refugee Council		12/01/2022 £100,000 over 12 months to the British Refugee Council to support the London-focused work of the Programme for Afghan Refugee Community Support	£100,000
18918	Brixton Advice Centre	17/12/2021	£105,800 for a further two and final years (£52,800, £53,000) for two part-time Advisers (2 x 0.5 FTE) and associated project costs.	£105,800
18888	Bromley Mencap	20/02/2022	£103,100 over two further and final years (£50,800; £52,300) towards the salaries of three part time Trainers and associated costs to deliver training, work experience and volunteering for young disabled people in Bromley.	£103,100
19068	Centre for London	24/01/2022	£35,000 towards a social action research project to influence the national Levelling Up agenda to reflect the challenges facing London.	£35,000
19055	Centre for London	12/01/2022	£20,000 over one year towards the Centre for London's work on "In London and for London: place-based impact investing for the city" with release of funds conditional on receipt of satisfactory final monitoring on the Centre's current grant reference 17300.	£20,000
18910	ChgCommCIC	24/01/2022	£20,000 over two years (£10,000; £10,000) towards the running costs of the communication confidence group for women experiencing homelessness and mental ill-health in Westminster.	£20,000
18911	The Community Association for West Hampstead	12/01/2022	£30,000 over three years (£10,000;£10,000;£10,000) towards the salary of a Project Organiser and other associated project costs.	£30,000
19102	CONNAUGHT OPERA	17/02/2022	£5,000 for 10 concerts in care homes and day centres for older people across London.	£5,000
18973	CPotential Trust	31/01/2022	£26,500 over one year for the costs of developing a social impact measurement framework, including agreed consultancy fees, frontline staff involvement costs, and a contribution to overheads.	£26,500

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
19061	Crimestoppers	15/02/2022	£66,100 for a further and final two years (£32,800, £33,300) towards the project running costs of Hidden Harms in London.	£66,100
19141	London Youth	17/02/2022	£100,000 (£50,000 x2) over a further two years for the salary costs of a Membership Development Manager and related costs for a programme to support the development and capacity of youth organisations in several outer London boroughs, with a current focus on Redbridge.	£100,000
18972	Forget me not project	20/01/2022	£30,000 (3 x £10,000) over three years for arts and crafts sessions and related project overheads.	£30,000
18947	The Foundation for Social Improvement (FSI)	08/12/2021	£67,200 over five further years (£12,780; £13,110; £13,430; £13,770; £14,110) towards capacity-building support for small charities in London, building knowledge, skills and confidence in fundraising, impact, governance, and strategy. Funding is restricted towards benefit of Londoners and grant monitoring will reflect this.	£67,200
19056	Getting On Board	12/01/2022	£7,300 over a period of 12 months to support a training program which will accompany the How to diversify your Charity's board guide.	£7,300
18868	Going for Independence Community Interest Company	20/12/2021	£4,750 for Sensing the Wild walks, volunteer training and related project costs.	£4,750
18969	Helping Disabilities	15/02/2022	£16,000 over two years (£8,000; £8,000) towards the Equipped 'n' Enabled project providing disabled children and young adults in London with free access to the organisation's lending library of specialist equipment.	£16,000
18893	Hounslow Citizens Advice	29/11/2021	£105,000 over two further and final years (£52,500 x 2) for one f/t Welfare Benefits Adviser, volunteer costs and related operational costs.	£105,000

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
19037	Indoamerican Refugee and Migrant Organisation	17/02/2022	£67,500 (£33,420; £34,080) over two further and final years for ESOL provision, including 1 day p/w management costs, ESOL teacher (20 hours p/w), 1 volunteer coordinator (4 hours p/w) and related project overheads.	£67,500
18856	Kingston Carers' Network	20/12/2021	£127,000 over two further and final years (£66,000; £61,000) for the full-time Outreach Worker, activities and running costs of the Older Carers project, (of which up to £5,000 is available towards the costs of an advice quality accreditation)	£127,000
15769	LASA	29/11/2021	Core funding over five years of £164,900 (£48,100; £42,100, £36,100; £26,500; £12,100) to increase engagement with rightsnet, providing services to address challenges faced by disadvantaged communities across London.	£164,900
18945	Live Music Now South East	02/12/2021	£70,600 over two further and final years (£32,876; £37,724) towards the costs of interactive music workshops and staff training across care homes in London	£70,600
18921	MindFood CIO	12/01/2022	£30,000 over three years (3 x £10,000) towards the salary of a Facilitator and running costs of 'Green Some, Share Some', a free food growing programme supporting people experiencing issues including depression and anxiety.	£30,000
17764	Natural History Museum	20/01/2022	£100,000 towards the accessibility related capital costs of the Urban Nature Project redevelopment	£100,000
19021	Noa Girls	20/01/2022	£64,710 over two further and final years (£31,820, £32,890) for the F/T salary of a Keyworker to provide practical, emotional, and therapeutic support to vulnerable adolescent girls from the London Orthodox Jewish community.	£64,710

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
18975	One In Four	17/02/2022	£71,600 over two further and final years (£35,240; £36,360) continuation funding for the salary of a 0.8FTE Clinical Coordinator and Wellbeing Lead, pension contribution and NI to lead and professionalise the counselling service and education work.	£71,600
18989	One-To-One (Enfield)	17/02/2022	£95,200 over two further and final years (£47,300, £47,900) covering staffing costs and associated project costs of the Community Arts Hub to enable people with learning difficulties/autism to be included in art and cultural activities. Release of first instalment is conditional on receipt of final satisfactory monitoring on grant reference 14532.	£95,200
18943	Orpington Football Club	12/01/2022	£5,000 to cover the costs of a desktop design access audit for the new Orpington Football Club Pavilion.	£5,000
18875	PCC of St John the Evangelist, Brownswood Park	24/01/2022	£5,000 over three years (£1,000; £2,000; £2,000) to contribute to the Soup Garden Project, including volunteer expenses, produce packaging and project overheads.	£5,000
18021	Richmond Fellowship	02/12/2021	£69,600 for a further and final two years (£34,800 each year) towards the costs of a three day per week Yuva practitioner and associated running costs	£69,600
18936	The Silverlining Charity	15/02/2022	£30,000 over three years (3 x £10,000) to part fund the Rehab Assistant/ Coordinator role.	£30,000
18922	SLIDE Dance	31/12/2021	£30,000 (3 x £10,000) towards core funding to develop and expand SLiDE's work with older people with Parkinson's and young people with learning disabilities in Croydon. This grant is conditional on the organisation's reserves policy being reviewed and updated.	£30,000
19082	Small Charities Coalition	12/01/2022	Up to £25,000 over a period of up to 12 months to support the orderly wind-down of the Small Charities Coalition and the transfer of knowledge to the wider sector.	£25,000

Ref	Organisation	Disposition Date	Grant Recommendation	Recommended Amount
18984	South London Botanical Institute	12/01/2022	£5,000 to fund accessibility training and an access audit to inform the SLBI's plans to improve accessibility to enable a wider number of people to access the benefits of botanical education activities.	£5,000
19067	Spectra	12/01/2022	£36,700 over 6 months for the infrastructure and participatory costs of the TLP project and staff peer support.	£36,700
18941	St Johns Community Development Project	12/01/2022	£20,000 over two years (£10,000; £10,000) towards weekly exercise classes and personal health consultations, related project costs and a contribution to the organisation's overheads.	£20,000
18978	St Mary's Bourne Street	20/12/2021	£99,300 towards the costs of disability access works to St Mary's Bourne's Pineapple Project community centre.	£99,300
19099	STORE Schools and Projects CIC	16/02/2022	£46,400 over five years (5 x £9,820) to run after school design clubs focusing on greening the city and sustainable building technologies for state school students aged 14-18.	£46,400
19063	Tamworth Farm Allotment Society	24/01/2022	£2,610 to purchase and install a composting toilet that will help members to cultivate their plots for longer and feel better able to take part in our social events and workdays.	£2,610
19058	Trust for London	12/01/2022	£35,000 to the Trust for London towards the access costs of disabled commissioners participating in the next phase of the Commission on Social Security led by Experts by Experience with release of funds conditional on confirmation that TFL's own support for the Commission is approved at its forthcoming 2nd stage review.	£35,000
18889	Work and Play	20/12/2021	£10,000 (£7,500; £2,500) over two years to support core costs.	£10,000
Grand Totals				£2,745,390

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